

**SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT  
Chancellor Evaluation Form**

Exceeds expectations and/or objectives	Meets expectations and/or objectives	Did not meet expectations and/or objectives	Insufficient opportunity to observe
1	2	3	✓

**AREAS OF CEO RESPONSIBILITIES**

**I. INSTITUTIONAL PERFORMANCE**

Through the CEO's Leadership:

- The institution is making progress toward its goals.
- The institution is meeting the legal, prudent and ethical standards established as policy.
- Board adopted goals have been adequately addressed (Chancellor will prepare a report on achievement of goals.)

**Comments:**

**II. RELATIONSHIP WITH THE GOVERNING BOARD**

- Provides adequate information and ongoing consultation with board members on legal and social responsibilities.
- Provides accurate and complete information on college/district operations and programs.
- Offers professional advice to the board on items requiring board action, with recommendations based on thorough study and analysis and sound educational principles.
- Carries out board policies in a conscientious manner.
- Seeks and accepts constructive criticism of his/her work.
- Supports board policy and actions to the public and staff.
- Communicates with the president of the board and other members of the board quickly and in a proper forum.
- Accurately represents positions of the board in public statements.
- Communicates directly with board members to resolve any differences of opinion.
- Fosters board teamwork and common purpose.

**Comments:**

### III. STATE, PUBLIC AND COMMUNITY RELATIONS

- Ensures that college/district programs responsibly meet changing social, technical and economic needs in the community.
- Communicates the state of the colleges/district to community groups/individuals, state agencies and state offices in an honest and positive manner.
- Encourages community involvement in and contribution to district activities.
- Works to develop good relationships with the news media and other public relations vehicles within the community.
- Works effectively with local public and private agencies.
- Represents the needs of the colleges, the priorities of the board, and the concerns of students to appropriate federal and state level agencies/representatives. (e.g. State Chancellor's Office, Consultation Council, CCLC, Legislature, etc.)
- Encourages involvement from and respects all constituencies and gives their issues fair consideration.
- Encourages and assists colleagues within the community and college system.
- Exemplifies the values of the colleges/district in his/her personal and professional life.
- Is informed about developments in education and, particularly, community colleges.

**Comments:**

### IV. FACULTY, STAFF, STUDENT AND ADMINISTRATIVE RELATIONS

- Develops and executes sound personnel procedure and practices.
- Encourages good staff morale and loyalty to the organization.
- Treats all personnel fairly, without favoritism or discrimination.
- Delegates authority to staff members appropriate to the position each holds.
- Encourages participation of appropriate staff members and groups in planning, procedures, and policy interpretation.
- Exercises good judgement in dealing with sensitive issues between people and groups.
- Gives recognition due to staff, faculty, student and administrative accomplishments.
- Provides leadership in implementing an evaluation process for members of the staff.
- Provides leadership in developing a recruiting and hiring process which results in employing highly qualified personnel who meet the needs of the students.
- Is accessible to students and concerned about their welfare.
- Is effective in formulating and motivating an executive team and motivating team members toward achievement of common goals
- Provides leadership for the professional development of college staff.
- Represents the interests of the district fairly and forthrightly in collective bargaining.

**Comments:**

## V. EDUCATIONAL PLANNING

- Provides leadership in formally and informally assessing the community to determine educational needs.
- Insures that there is a formal evaluation and assessment process to determine education program quality and needs.
- Conducts formal educational planning activities to project and plan for future educational programs of the college.
- Provides leadership in the development of innovative curriculums to meet changing community needs.

**Comments:**

## VI. INSTITUTIONAL LEADERSHIP

- Processes a vision, assists the board in establishing goals for the district, and provides leadership for others.
- Solicits and fosters support for ideas and change within the institution.
- Communicates well the state of the colleges/district and specific positions of the district with faculty, staff and students.
- Promotes esprit de corps and group identify within the college communities.
- Willingly discusses the rationale of the leadership's actions and decisions.
- Maintains and supports the value of excellence and quality within the institution.
- Understands state trends and decisions and keeps others informed of their impact on the colleges/district.
- Understands and keeps informed about cogent aspects of college/district programs.
- Encourages and promotes long-range planning consistent with institutional needs.
- Works to empower those within the district to achieve goals and objectives and develop their potential, and supports them in their efforts to accomplish agreed-upon changes.
- Promotes curricular changes in response to student and community needs and interests.
- Identifies and analyzes problems and issues confronting the institution and recommends and implements appropriate changes and directions.
- Provides for involvement of students in decision-making which affects them.

**Comments:**

## VII. BUDGETARY AND FISCAL MANAGEMENT

- Provides sound fiscal management, including the ability to address budgetary matters in a way that achieves more efficient and effective use of resources.
- Comprehends and evaluates fiscal and budgetary matters, and provides concise analyses of financial standing.

- Develops and supports appropriate strategies for attracting funds to the institution.
- Possesses a good understanding of the institution's financial needs and communicates them clearly.
- Promotes districtwide understanding of finance as it affects the institution.
- Relates the budget priorities to the college/district mission, goals, and long-range planning.

**Comments:**

## **VIII. PERSONAL QUALITIES**

- Is well-organized and efficient in accomplishment of objectives.
- Is willing to re-evaluate and remake decisions, if necessary.
- Promotes participation of and exhibits respect for all groups in the decision-making process.
- Encourages the development of ideas and open communication within the district community, including students.
- Maintains high standards of ethics, honesty and integrity in all personal and professional matters.
- Demonstrates accuracy and clarity in written and verbal modes.
- Shows sensitivity to those affected by decisions.
- Makes sound, logical decisions, even under stress.

**Comments:**