

**BOARD CONFIDENTIAL  
SAN FRANCISCO COMMUNITY COLLEGE DISTRICT**

**2008-2009 PERFORMANCE EVALUATION OF CHANCELLOR  
DR. DON Q. GRIFFIN**

This instrument for the annual evaluation of the Chancellor consists of three parts: Management Responsibilities and Duties, Chancellor’s Objectives, and Overall Assessment. It is intended that this instrument be used by members of the Board of Trustees in conjunction with a written report submitted by the Chancellor outlining his accomplishments as well as tasks that were not completed from the time he was named Interim Chancellor to present.

The rating key for evaluating each of the items below is the following:

- 5** = OUTSTANDING – Consistently exceeds job requirements
- 4** = EXCELS – Frequently exceeds job requirements
- 3** = FULLY SATISFACTORY – Capably addresses and performs the responsibilities of the position
- 2** = IMPROVEMENT NEEDED – Meets some, but not all requirements; needs improvement
- 1** = UNSATISFACTORY – Fails to meet job requirements
- N** = Not applicable or not observed

**I. MANAGEMENT RESPONSIBILITIES AND DUTIES**

The assessment of these elements represents 50 percent of the evaluation.

The following elements for evaluation represent the major responsibilities and duties of the Chancellor in the areas of general management and leadership, Board of Trustees support, planning leadership, staff leadership, student leadership, fiscal management, academic and student development leadership, community and outside leadership, communication and personal traits.

**A. General Management and Leadership**

1. Effectively articulates, communicates and implements the institutional mission, vision and goals in an effective manner and fosters institutional movement toward such goals.

*Response:*        5        4        3        2        1        N

2. Operates with the highest ethical standards and promotes the same within the total College operation.

*Response:*        5        4        3        2        1        N

3. Demonstrates an effective style of leadership in the discharge of all duties and responsibilities of the Office of the Chancellor.

*Response:*      5      4      3      2      1      N

4. Deals effectively with unusual or crisis situations.

*Response:*      5      4      3      2      1      N

5. Inspires confidence within the College community in his performance as Chancellor.

*Response:*      5      4      3      2      1      N

6. Encourages, supports and inspires academic achievement/excellence.

*Response:*      5      4      3      2      1      N

7. Encourages, supports and inspires teaching achievement/excellence.

*Response:*      5      4      3      2      1      N

8. Encourages and supports faculty scholarship, professional activity and grant activity.

*Response:*      5      4      3      2      1      N

9. Promotes high morale and cohesiveness.

*Response:*      5      4      3      2      1      N

10. Includes appropriate stakeholders in discussions.

*Response:*      5      4      3      2      1      N

11. Effectively identifies and communicates about areas needing improvement and takes decisive action to address deficiencies.

*Response:*      5      4      3      2      1      N

12. Effectively monitors and reviews legal and litigation matters pertaining to the District.

*Response:*      5      4      3      2      1      N

13. Has moved the District in a more environmentally friendly direction.

*Response:*      5      4      3      2      1      N

## B. Board of Trustees Support

1. Is well prepared for Board meetings and ensures smooth operation and conduct of those meetings; demonstrates openness to ideas and suggestions from the Board; provides clear direction to the Board in recommendations for action.

*Response:*      5      4      3      2      1      N

2. Maintains open and positive communications with the Board and all Board members; keeps them apprised of important matters; actively involves them in the life of the College; responds appropriately to their concerns.

*Response:*      5      4      3      2      1      N

3. Provides appropriate level of leadership in order to facilitate the effective implementation of policies and operations of the Board of Trustees.

*Response:*      5      4      3      2      1      N

4. Interprets and executes the intent of Board policy.

*Response:*      5      4      3      2      1      N

5. Expresses support of Board policy and actions to public and staff.

*Response:*      5      4      3      2      1      N

6. Acts as liaison between the Board and College personnel to promote mutual understanding and respect.

*Response:*      5      4      3      2      1      N

7. Treats each Board member fairly and equally.

*Response:*      5      4      3      2      1      N

8. Responds quickly and effectively to questions by Board members.

*Response:*      5      4      3      2      1      N

9. Seeks and accepts constructive criticism of performance by the Board.

*Response:*      5      4      3      2      1      N

10. Recognizes the differing responsibilities of the Board and Chancellor.

*Response:*      5      4      3      2      1      N

## C. Planning Leadership

1. Provides leadership necessary to ensure the successful implementation of the College's planning processes.

*Response:*      5      4      3      2      1      N

2. Plans and develops budgets that reflect the needs of the College.

*Response:*      5      4      3      2      1      N

3. Provides leadership in planning and development of technology for administrative and academic purposes.

*Response:*      5      4      3      2      1      N

4. Regularly reviews the College's organizational structure to ensure operational efficiency, effectiveness and accountability.

*Response:*      5      4      3      2      1      N

5. Develops and executes sound personnel procedures and practices.

*Response:*      5      4      3      2      1      N

#### **D. Staff Leadership**

1. Demonstrates openness and accessibility to staff at all levels: faculty and administrative and classified staff.

*Response:*      5      4      3      2      1      N

2. Espouses mission and purpose of the institution in such a way that staff is motivated to achieve goals and loyal to the College.

*Response:*      5      4      3      2      1      N

3. Recommends hiring and promotion of individuals with abilities suitable to their positions and maintains effective working relations with both faculty and staff.

*Response:*      5      4      3      2      1      N

4. Delegates authority to staff members appropriate to the position each holds.

*Response:*      5      4      3      2      1      N

5. Evaluates performance of staff members, giving commendation for good work as well as constructive suggestions for improvement.

*Response:*      5      4      3      2      1      N

6. Treats all personnel fairly.

*Response:*      5      4      3      2      1      N

#### **E. Student Leadership**

1. Demonstrates openness and accessibility to all students; actively participates in student life activities; responds to students' needs and concerns.

*Response:*      5      4      3      2      1      N

2. Provides leadership opportunities for and has made efforts to increase student involvement in College governance.

*Response:*      5      4      3      2      1      N

## **F. Fiscal Management**

1. Operates in a fiscally prudent manner; is aware of audit-related issues; institutes corrective measures, when needed.

*Response:*      5      4      3      2      1      N

2. Develops effective relationships with state agencies and governmental leaders in order to obtain funding for the College's priority needs, including base funding, capital projects, and special projects.

*Response:*      5      4      3      2      1      N

3. Successfully identifies and acquires funds from federal and private sources to support College operations and programs.

*Response:*      5      4      3      2      1      N

4. Evaluates the financial needs of the District and prepares an appropriate annual budget.

*Response:*      5      4      3      2      1      N

5. Builds stability and accountability in areas of budget and finance; reviews priorities, expenditures, processes, and procedures in light of fiscal constraints.

*Response:*      5      4      3      2      1      N

6. Deals effectively and decisively with financial constraints and/or economic challenges.

*Response:*      5      4      3      2      1      N

## **G. Academic and Student Development Leadership**

1. Provides emphasis on academic issues; sets priority goals for improvement of student performance.

*Response:*      5      4      3      2      1      N

2. Provides leadership and demonstrates commitment to state community college performance outcomes for all programs, including but not limited to student enrollment, student retention, student transfer, student graduation, student placement, and employer satisfaction.

*Response:*      5      4      3      2      1      N

3. Provides leadership in the College community in achieving annual goals for enrollment development.

*Response:*      5      4      3      2      1      N

## H. Community and Outside Leadership

1. Evidences leadership in the community through participation on boards, development of relations with community groups, government, schools, and business and industry interests in order to initiate partnership and collaborative efforts to promote economic development, education, and school reform, as well as other quality-of-life issues important to the District/community.

*Response:*      5      4      3      2      1      N

2. Maintains a presence and appropriate involvement in all areas of the District.

*Response:*      5      4      3      2      1      N

3. Has gained respect and support of the community as an educational leader.

*Response:*      5      4      3      2      1      N

4. Has developed a cooperative and beneficial relationship with news media.

*Response:*      5      4      3      2      1      N

5. Participates actively in community life and affairs.

*Response:*      5      4      3      2      1      N

6. Is receptive to the concerns and opinions of all groups and individuals.

*Response:*      5      4      3      2      1      N

7. Promotes and endeavors to maintain a positive image of the College in the community.

*Response:*      5      4      3      2      1      N

## I. Communication

1. Maintains open and appropriate level of communications with internal constituencies of the College (Board of Trustees, faculty, administration, classified staff, and students).

*Response:*      5      4      3      2      1      N

2. Maintains effective and open relations with external constituencies of the College, including but not limited to City Government, SFUSD, community-based and neighborhood organizations, Chamber of Commerce, and Workforce Investment Board of San Francisco.

*Response:*      5      4      3      2      1      N

## J. Personal Qualities

1. Is well organized and efficient in accomplishment of objectives.

*Response:*      5      4      3      2      1      N

2. Is tolerant and flexible; is comfortable with ambiguity and complexity.

*Response:*      5      4      3      2      1      N

3. Maintains high standards of ethics, honesty and integrity in all personal and professional matters.

*Response:*      5      4      3      2      1      N

4. Engages in ongoing professional development.

*Response:*      5      4      3      2      1      N

5. Communicates effectively verbally and in writing.

*Response:*      5      4      3      2      1      N

6. Shows sensitivity and respect for others and exhibits concern for people as individuals.

*Response:*      5      4      3      2      1      N

7. Facilitates cohesiveness and team-building among those with whom he works.

*Response:*      5      4      3      2      1      N

8. Makes sound, logical decisions, even under stress.

*Response:*      5      4      3      2      1      N

9. Accepts responsibility and is accountable for his own decisions.

*Response:*      5      4      3      2      1      N

10. Is skilled at analyzing and addressing problems, challenges and conflicts.

*Response:*      5      4      3      2      1      N

11. Demonstrates ability to work with diverse groups and individuals.

*Response:*      5      4      3      2      1      N

12. Supports and fosters appreciation of diversity.

*Response:*      5      4      3      2      1      N

**K. Management Responsibilities and Duties – Overall Rating**

1. I rate that the Chancellor's performance of **Management Responsibilities and Duties** during the evaluation period as:

*Response:*      5      4      3      2      1      N

## II. CHANCELLOR'S OBJECTIVES

The assessment of these elements represents 50 percent of the evaluation.

The following goals and objectives encompass the planned initiatives of the Chancellor for the 2008-2009 academic year, serving as targets of achievement for the Chancellor and a basis for the annual performance evaluation conducted by the SFCCD Board of Trustees. Several of the objectives are well under way as a result of initiatives taken on over the past year, a time frame that includes the Chancellor's service as Interim Chancellor.

- 1. To implement the Board-approved Annual Institutional Plans for 2007-2008 and 2008-2009 to date, through the delegation of responsibility to the Vice Chancellors and the major cost center administrators with appropriate oversight and evaluation being provided.**

*Response:*    5       4       3       2       1       N

- 2. Has taken a leadership role in and significant steps toward addressing the three "overarching concerns" identified as areas of emphasis in the WASC self-study, particularly as relating to:**

2.1. Developing an integrated process of institutional planning and assessment that combines strategic planning, educational planning, facilities planning, technology planning, and personnel planning in a manner that links these planning processes to annual budgets;

*Response:*    5       4       3       2       1       N

2.2 Ensuring that student learning outcomes are fully institutionalized as a core element of college operations, with specific focus on curriculum and program development;

*Response:*    5       4       3       2       1       N

2.3 Developing a financial strategy that will: match ongoing expenditures with ongoing revenue; maintain the minimum prudent reserve level; reduce the percentage of the annual budget that is utilized for salaries and benefits; and address funding for retiree health benefit costs.

*Response:*    5       4       3       2       1       N

- 3. To continue to provide leadership to the development of College-wide information technology services.**

*Response:*    5       4       3       2       1       N

- 4. To oversee and provide leadership to the selection and appointment of key faculty and administrators while maintaining a commitment to diversity and equity in order to better serve the College's faculty, staff, students, and the community.**

*Response:*    5       4       3       2       1       N

**5. To continue to provide leadership and oversight to the development of a systematic enrollment development and management planning effort.**

*Response:*    5      4      3      2      1      N

**6. To continue to provide effective leadership in the oversight, planning and implementation of Prop. A Capital Projects activity.**

*Response:*    5      4      3      2      1      N

**7. To continue to provide effective support for the SFCCD Board of Trustees to insure that it is able to effectively carry out its vital role in policy making, in adopting programs and policies that support the vision, mission, goals, and strategic priorities of the institution; monitoring the progress made toward achieving institutional goals and annual planning objectives noting a special emphasis on the Board’s Priorities adopted in connection with the applicable evaluation cycle; supporting the College while holding it accountable; delegating to the Chancellor and administration the full authority and responsibility to effectively manage the institution (in consultation with shared governance entities) in order to achieve desired outcomes.**

*Response:*    5      4      3      2      1      N

**8. To maintain a commitment to improving effective and responsive communications with all internal and appropriate external constituencies.**

*Response:*    5      4      3      2      1      N

**9. To maintain effective relations with external constituencies (e.g., SFUSD Board, City government and administration, community-based organizations, and other colleges and universities) and develop opportunities for partnerships and collaboration particularly related to the continued expansion of the College’s Workforce Development Initiatives.**

*Response:*    5      4      3      2      1      N

**10. To participate actively in the state and federal legislative action agendas and work for an appropriate level of support for SFCCD.**

*Response:*    5      4      3      2      1      N

**11. To maintain professional growth and development opportunities through participation in conference presentations.**

*Response:*    5      4      3      2      1      N

**12. Has made progress toward developing the District’s new strategic plan.**

*Response:*    5      4      3      2      1      N

**13. Has successfully moved the District toward a three-year budget planning process from a one-year planning process.**

*Response:*    5      4      3      2      1      N

**14. Has taken steps toward addressing other issues identified in the WASC self-study, including:**

14.1. Regularly reviewing and approving the mission statement in a discrete process to ensure that it is clearly addressed;

*Response:*    5      4      3      2      1      N

14.2. Ensuring the development of adequate physical facilities contingency plans, which should be implemented in a timely manner in order to reduce potential exposure to losses;

*Response:*    5      4      3      2      1      N

14.3. Including future costs of operating and maintaining new and existing facilities in planning models and allocating funds in a timely manner to ensure the effective operation of these facilities;

*Response:*    5      4      3      2      1      N

14.4. Bringing all unit technology plans up to date, developing a College-wide technology plan that is integrated with facilities and budget plans, and integrating into the institution's budget funds for technology acquisition and maintenance (including replacement of outdated hardware).

*Response:*    5      4      3      2      1      N

**15. Manage the fiscal challenges facing the College in concert with the College community.**

15.1. Utilize a comprehensive budget review process with the long-term goal of adapting the overall fiscal structure to accommodate long-term operations of new buildings, maintain campus locations, preserve the currency and dynamism of academic offerings, and meet financial obligations to faculty and staff to keep the College strong.

*Response:*    5      4      3      2      1      N

15.2. Lead the immediate need to close the projected budget gap by managing revenue production and cost savings as required for the duration of the economic downturn.

*Response:*    5      4      3      2      1      N

15.3. Make greater utilization of fundraising and development capabilities to improve available financial resources and support important new initiatives.

*Response:*    5      4      3      2      1      N

**16. Build on existing technology accomplishments to increase the use and benefits of technology for the college.**

16.1. Implement an executive leadership structure for information technology.

*Response:*    5      4      3      2      1      N

16.2. Develop and implement a consolidation of the College's numerous technological resources and activities for better coordination, management, and efficiency.

*Response:*    5      4      3      2      1      N

16.3. Develop and implement a plan for maintaining the currency of College technology, undertaking new initiatives, and expanding the use and impact of technology on College operations and educational services.

*Response:*    5      4      3      2      1      N

16.4. Support the expansion of on-line courses and programs, the use of electronic resources for course-sharing at multiple campuses, and the expanded use of electronic media for instruction.

*Response:*    5      4      3      2      1      N

**17. Continue to strengthen the leadership and personnel of the College at all levels.**

17.1. Promote a more effective team leadership approach at the executive level of the College and encourage similar initiatives in the divisions and departments.

*Response:*    5      4      3      2      1      N

17.2. Develop and implement a plan for hiring new people and developing new leaders as increasing numbers of the faculty and staff reach retirement age and leave the College.

*Response:*    5      4      3      2      1      N

17.3. Develop and implement a creative plan for significantly increasing the diversity of the faculty and staff and fostering the environment to support them.

*Response:*    5      4      3      2      1      N

17.4. Promote the continuation of an organizational climate of cooperation, positive relationships, and common purpose.

*Response:*    5      4      3      2      1      N

17.5. Promote cohesive channels of communication and coordination between the Chancellor's Office and the Board of Trustees in the leadership and governance of the College.

*Response:* 5 4 3 2 1 N

**18. Continue the development and improvement of campus facilities throughout the District.**

18.1. Ensure that all necessary resources and approvals are obtained and construction is launched for the Chinatown/North Beach campus.

*Response:* 5 4 3 2 1 N

18.2. Ensure that all campuses are well developed, physically and programmatically, and successfully serving their respective communities.

*Response:* 5 4 3 2 1 N

18.3. Ensure that planning and preparation is undertaken in concert with the Board of Trustees, city officials, local organizations, and the College community to secure citizens' approval of new bond campaign initiatives.

*Response:* 5 4 3 2 1 N

**19. Lay the groundwork for long-term enrollment development and management.**

19.1. Develop and implement a process for enrollment development planning with respect to evolving student demographics, credit and non-credit enrollments, and the range of academic programs offered.

*Response:* 5 4 3 2 1 N

19.2. Organize and support a consolidated approach to enrollment management, including the development of a smoother process of student flow from application stage through graduation.

*Response:* 5 4 3 2 1 N

**20. Continue the development and implementation of institution-wide planning and program initiatives.**

20.1. Support the basic skills initiative in a manner that is demonstrably successful and affordable.

*Response:* 5 4 3 2 1 N

20.2. Support the student learning outcomes project in a manner that enhances the College's educational mission and responds to the College's 2006 self-study recommendations.

*Response:* 5 4 3 2 1 N

20.3. Support the refinement of the College's planning system with more integrated planning and the inclusion of program review as an integral component of the system.

*Response:*    5      4      3      2      1      N

20.4. Support the College's preparation and response for the 2009 mid-term evaluation report and initial planning for the 2012 re-accreditation self-study.

*Response:*    5      4      3      2      1      N

**21. Chancellor's Objectives – Overall Rating**

I rate that the Chancellor's performance of **Chancellor's Objectives** during the evaluation period as:

*Response:*    5      4      3      2      1      N

**BOARD CONFIDENTIAL**  
**2008-2009 PERFORMANCE EVALUATION OF CHANCELLOR**

**III. OVERALL ASSESSMENT**

This section provides an opportunity for general and/or specific comments on the Chancellor's effectiveness. Note: the Management Responsibilities and Duties section (Part I) represents 50 percent of the evaluation; the Chancellor's Objectives section (Part II) represents the remaining 50 percent of this evaluation. The Overall Rating (Paragraph C below) represents the overall assessment of the Chancellor's performance during the period under review.

**A. Management Responsibilities and Duties – Overall Rating** (see page 7)

I rate that the Chancellor's performance during the evaluation period as:

*Response:*    5       4       3       2       1       N

**B. Chancellor's Objectives – Overall Rating** (see page 13)

I rate that the Chancellor's performance during the evaluation period as:

*Response:*    5       4       3       2       1       N

**C. Overall Rating**

I rate that the Chancellor's overall performance during the evaluation period as:

*Response:*    5       4       3       2       1       N

**D. Additional Comments:**

**BOARD OF TRUSTEES, SAN FRANCISCO COMMUNITY COLLEGE DISTRICT:**

\_\_\_\_\_  
Milton Marks, President

\_\_\_\_\_  
Dr. Natalie Berg, Vice President

\_\_\_\_\_  
Dr. Anita Grier

\_\_\_\_\_  
Chris Jackson

\_\_\_\_\_  
Steve Ngo

\_\_\_\_\_  
John Rizzo

\_\_\_\_\_  
Lawrence Wong, Esq.

\_\_\_\_\_  
Date

**CHANCELLOR:**

\_\_\_\_\_  
Dr. Don. Q. Griffin

\_\_\_\_\_  
Date