



# **PimaCommunityCollege**

## **Governing Board**

### **CHANCELLOR EVALUATION 2018-19**

#### **Methodology**

The 2018-2019 Chancellor Evaluation was conducted as a two-part assessment process that included: 1) an evaluation tool administered by the Association of Community College Trustees (ACCT) to specifically evaluate the board-approved Chancellor's Goals, performance and leadership; 2) an in person interview, evaluation and discussion between the Board and the Chancellor to review the accomplishment of his goals and his performance in key functional areas.

#### **Background**

As required by the Bylaws, Article I and Board Policy 1.05 Delegation of Authority to the Chancellor: "The Board shall conduct a formal evaluation of the Chancellor on an annual basis for the performance during the previous twelve months." This practice represents one measure the Board takes to ensure the College meets the Higher Learning Commission's criteria of accreditation which include Criterion 2A - The institution operates with integrity in its personnel functions, and Criterion 5B - The institution's governance and administrative structures promote effective leadership.

Per these requirements, on April 8, 2019, ACCT delivered to each member of the Governing Board the Chancellor Evaluation survey tool with a deadline for return of April 26, 2019. Four of the five Board members completed the survey.

The Board and Chancellor convened at the district headquarters for the 2019 annual Board retreat on May 16 and 17. All five Board members attended the retreat and met with the Chancellor in executive session to review the accomplishment of his goals and his performance in key functional areas.

The evaluation provided an opportunity to discuss and clarify the expectations of the Board and the Chancellor. The Board utilized their own observations, interactions with the Chancellor, and results from the Association of Community College Trustees (ACCT) evaluation. This summary reflects the results of the ACCT instrument that was based primarily on four goals and six key functional areas. There were 54 items rated by the four participating Board members for a total of 270 possible responses plus open ended questions. The six key functional areas were scored on a scale of Does Not Meet Expectations (1) to Significantly Exceeds Expectations (5); and the four goals on a scale of No Progress (1) to Completed (5).

#### **Summary**

The continued transformation of the College, institutional reorganization, implementation of guided pathways, community engagement, institutional excellence, development of a culture of



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compliance, funding and development planning for centers of excellence, nearly 15.5M in state appropriations for the aviation expansion and STEM programs, budget reductions and program review; all with a focus and goal of increased student success, have been the most significant events of the period covered in this evaluation. The Board recognizes that the leadership of the Chancellor was a major factor in these accomplishments. The Board continues to value the Chancellor's vision and dedication in guiding our College through a time of significant transition to once again become a "premier" community college. The Board has again noted the Chancellor's strengths in effective leadership, preparing the college community for the mid-cycle review and HLC visit, ethics, promoting the College through effective interactions with stakeholders, developing strategies to attract funds, developing the Immigrant and Refugee Center, and increasing dual enrollment. We have also suggested continued work in the areas of communication and implementation/monitoring of initiatives, compliance, and college-wide continuous improvement as well as in the areas of student retention, transfer, and the student service model.

### **Goal 1. Improve Student Success**

The Board evaluated Chancellor Lambert's progress as "On Schedule." The highest score in this category was for the update of the student success policy to include co-curricular programming by spring 2019. The Board reaffirmed their support for this initiative. The Board underscored that improving student success must remain the overarching focus within the institution at all levels.

### **Goal 2. Engage the Community**

This was the highest rated goal. The Board rated Chancellor Lambert's progress as "On Schedule" with components rated as "Exceeded Target." The Board recognized the fulfillment and progress of the individual goals within this category including the development of the Immigrant and Refugee Center, increased headcount and number of area high schools for dual enrollment, implementation of a new advisory committee model and a comprehensive review of Career and Technical Education Programs to inform the design of Centers of Excellence. The Board recognizes that Lambert has excelled in rebuilding strained partnerships and creating new relationships with business, industry and government and has successfully built renewed partnerships with state government leadership that directly resulted in the appropriation of nearly \$15.5M to the College towards strategic capital initiatives and STEM programs. Through Lambert's leadership, the College continues to build relationships with workforce development partners and engage these partners in the continued process of Centers of Excellence planning. As noted in 2018, the task remains to leverage these partnerships to produce financial and other types of support for these efforts. The Chancellor must continue to guide these initiatives effectively to produce the desired results. The Board also stressed the need for increased resources for and accountability in marketing and enrollment initiatives.



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### **Goal 3. Institutional Excellence**

The Board rated the Chancellor progress of this goal as “On Schedule.” The highest scores the Chancellor received were in the following areas: Prepare the College community for its mid-cycle review and HLC site visit by November 2018, host a post-visit forum by February 2019, and demonstrate that the College is meeting the stated targets on budget and staff reductions necessary to meet expenditure limitations and ensure institutional budget aligns with the College’s mission, vision, and the strategic direction by the end of the fiscal year. Areas of needed continuous improvement include professional development for all employees, the advancement of a college-wide culture of customer service with a focus on training, improved student services, assessment schedules and continued program review.

### **Goal 4. Strengthen the Culture of Compliance**

The Board rated the Chancellor between “Some Progress” and “Exceeded Target” on the components of this goal. The Board recognizes Lambert’s efforts in this area, particularly in the development of a cyclical and regular internal audit schedule, the implementation of recommendations for the police department from the LEMAP assessment, security and access control devices, and mandatory occupational health and safety training. The Board continues to underscore the overall need for institution-wide improvement in this area as well as a communication plan.

### **Key Functional Areas**

The assessment also evaluated key functional areas, specifically: Leadership, Finance and Accountability, Relations with the Governing Board, Academics, Student Affairs and Human Resources. The Board rated the Chancellor between meeting expectations and exceeding expectations on all six functional areas. The highest rated areas were again leadership and finance and accountability. The Board continues to rate Lambert as significantly exceeding expectations in his ability to demonstrate and maintain ethics, honesty and integrity in all personal and professional matters.

### **Conclusion**

The Board affirms Chancellor Lambert has met expectations or is exceeding expectations in his performance and management of the College. The Board remains ardent in their support of Lambert’s vision and his strategic initiatives to improve student success. The Board also notes that the College has continued to undergo massive transformation under Lambert’s leadership towards becoming a premier community college.

The Board reaffirms their support for Chancellor Lambert.