



Chancellor's Cabinet Leadership  
Evaluation  
Fall 2013

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## Chancellor's Cabinet Leadership Evaluation Survey Fall 2013

The Chancellor's Cabinet Leadership Evaluation Survey was sent to 1,455 Pima Community College employees using their Pima College email addresses. Several notices were included in PimaNews with a link to the survey. Six hundred and fifty-eight (658) Administrators, Faculty (full-time and adjunct) and Staff (non-exempt and exempt) responded, a 45.2% return rate. A copy of the survey can be found in Appendix A. The following is a summary of the 658 responses received.

Not all questions were answered by every staff member.

Staff were asked to indicate their "Primary" campus location from a list of locations (six campuses, District Office, and Maintenance and Security) and their "Primary Job Classification". Tables from each campus/location can be found in Appendix B, tables by primary job can be found in Appendix C.

The results are:

- 22.8% (148) were from District Office, 18.3% (119) from West Campus, 13.5% (88) from Downtown Campus and 13.1% (85) from Community Campus.
- 33.9% (221) were Exempt Staff, 33.5% (218) were Non-exempt Staff and 23.3% (152) were Full-time Faculty

Staff were asked to evaluate the current Chancellor's Cabinet leadership traits ("Strongly Agree" to "Cannot Evaluate") in five (5) categories. The five categories were Open and Honest Communication, Fair, Reasonable and Consistent Policies, Procedures, Practices and Processes, Informed Decision-making and Planning, Accountability, and Leadership and Management. The highest ranking, percent and number of responses for each statement is listed below.

### Open and Honest Communication

- Neutral - 26.7% (173) - Tells the truth
- Agree - 29.5% (190) - Communicates clearly and with civility
- Neutral - 24.5% (157) - Explains inconsistencies
- Disagree - 24.4% (157) - Shares information early and often
- Disagree - 24.7% (159) - Asks for and listens to input
- Neutral - 23.0% (149) - Communicates performance expectations
- Neutral - 23.9% (154) - Promotes employee development of communication skills (e.g. conflict resolution)

#### Fair, Reasonable and Consistent Policies, Procedures, Practices and Processes

- Disagree - 23.5% (152) - Applies current policies and procedures consistently
- Neutral - 23.3% (151) - Applies current policies and procedures in accordance with Policy Manuals
- Cannot Evaluate - 20.6% (134) - Avoids favoritism and its appearance
- Neutral - 23.6% (152) - Tries new processes and communicates them
- Neutral - 25.8% (166) - Helps others follow policies and procedures
- Disagree - 23.4% (151) - Holds others accountable without blame
- Neutral - 22.3% (145) - Empowers people to offer new ideas

#### Informed Decision-Making and Planning

- Disagree - 28.1% (181) - Communicates the decision process early
- Disagree - 26.1% (168) - Communicates the reasons behind decisions
- Disagree - 24.4% (157) - Involves those who will be affected by decisions in making the decisions
- Neutral - 28.7% (184) - Uses data in decision-making
- Cannot Evaluate - 29.5% (190) - Makes and reviews decisions using student success as top criterion
- Neutral - 23.6% (151) - Takes responsibility for decisions

#### Accountability

- Neutral - 23.6% (152) - Takes responsibility for their own and employees' work
- Cannot Evaluate - 26.2% (169) - Uses formal evaluation process
- Disagree - 23.5% (151) - Admits errors and works to fix them
- Neutral - 25.5% (164) - Honors commitments
- Neutral - 27.3% (175) - Follows & promotes the College's vision, mission, values & goals
- Neutral - 23.6% (152) - Promotes & evaluates employee development and learning
- Disagree - 21.3% (137) - Consistently and impartially acknowledges employee achievement

#### Leadership and Management

- Neutral - 22.0% (142) - Builds and maintains trust within area of responsibility
- Neutral - 26.0% (168) - Plans strategically
- Neutral - 23.3% (150) - Acts to improve the resource levels available to area
- Neutral - 27.8% (179) - Demonstrates awareness of good practices in work area
- Neutral - 23.9% (154) - Maintains qualified staff at efficient levels
- Neutral - 24.0% (154) - Responds to crisis as opportunities to improve professionally and/or within area

## Chancellor's Cabinet Leadership Evaluation District-wide Tables

Primary Campus Location	%	N
Community Campus (including PCAE, PSESI, 29th Street, El Pueblo Liberty Learning Center, and El Rio Learning Center)	13.1%	85
Desert Vista Campus (including CTD and ATC)	10.5%	68
District Office	22.8%	148
Downtown Campus	13.5%	88
East Campus	10.5%	68
Maintenance & Security	3.7%	24
Northwest Campus	7.7%	50
West Campus	18.3%	119
answered question		650
skipped question		8

Primary Job Classification	%	N
Administrator	5.2%	34
Faculty, Adjunct	4.0%	26
Faculty, Full-time	23.3%	152
Staff, Exempt	33.9%	221
Staff, Non-exempt	33.5%	218
answered question		651
skipped question		7

### Open and Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	34	5.3%	155	24.0%	173	26.7%	88	13.6%	47	7.3%	150	23.2%	647
Communicates clearly & with civility	51	7.9%	190	29.5%	144	22.4%	97	15.1%	46	7.2%	115	17.9%	643
Explains inconsistencies	27	4.2%	82	12.8%	157	24.5%	156	24.3%	83	12.9%	136	21.2%	641
Shares information early & often	45	7.0%	112	17.4%	133	20.7%	157	24.4%	94	14.6%	103	16.0%	644
Asks for & listens to input	39	6.1%	98	15.2%	138	21.4%	159	24.7%	98	15.2%	112	17.4%	644
Communicates performance expectations	32	4.9%	128	19.8%	149	23.0%	133	20.5%	69	10.6%	137	21.1%	648
Promotes employee development of communication skills (e.g. conflict resolution)	30	4.7%	104	16.1%	154	23.9%	137	21.2%	85	13.2%	135	20.9%	645
answered question												649	
skipped question												9	

## District-wide

### Fair, Reasonable and Consistent Policies, Procedures, Practices and Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	29	4.5%	119	18.4%	126	19.5%	152	23.5%	92	14.2%	128	19.8%	646
Applies current policies & procedures in accordance with Policy Manuals	35	5.4%	121	18.7%	151	23.3%	139	21.5%	61	9.4%	141	21.8%	648
Avoids favoritism & its appearance	33	5.1%	96	14.8%	125	19.3%	127	19.6%	134	20.6%	134	20.6%	649
Tries new processes & communicates them	29	4.5%	120	18.6%	152	23.6%	136	21.1%	78	12.1%	130	20.2%	645
Helps others follow policies & procedures	36	5.6%	114	17.7%	166	25.8%	115	17.9%	74	11.5%	138	21.5%	643
Holds others accountable without blame	22	3.4%	62	9.6%	148	22.9%	151	23.4%	106	16.4%	157	24.3%	646
Empowers people to offer new ideas	38	5.9%	84	12.9%	145	22.3%	131	20.2%	127	19.6%	124	19.1%	649
answered question												649	
skipped question												9	

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	29	4.5%	89	13.8%	139	21.6%	181	28.1%	84	13.1%	121	18.8%	643
Communicates the reasons behind decisions	31	4.8%	88	13.7%	139	21.6%	168	26.1%	106	16.5%	111	17.3%	643
Involves those who will be affected by decisions in making the decisions	28	4.3%	68	10.6%	117	18.2%	157	24.4%	141	21.9%	133	20.7%	644
Uses data in decision-making	30	4.7%	115	17.9%	184	28.7%	83	12.9%	53	8.3%	177	27.6%	642
Makes & reviews decisions using student success as top criterion	29	4.5%	81	12.6%	171	26.6%	113	17.5%	60	9.3%	190	29.5%	644
Takes responsibility for decisions	33	5.1%	95	14.8%	151	23.6%	121	18.9%	100	15.6%	141	22.0%	641
answered question												644	
skipped question												14	

## District-wide

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: [To view the College's mission, vision, values & goals, click here.](#)

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	
Takes responsibility for their own & employees' work	32	5.0%	134	20.8%	152	23.6%	116	18.0%	66	10.3%	143	22.2%	643
Uses formal evaluation process	33	5.1%	148	23.0%	137	21.3%	100	15.5%	57	8.9%	169	26.2%	644
Admits errors & works to fix them	29	4.5%	82	12.8%	144	22.4%	151	23.5%	95	14.8%	142	22.1%	643
Honors commitments	37	5.8%	125	19.5%	164	25.5%	110	17.1%	56	8.7%	150	23.4%	642
Follows & promotes the College's vision, mission, values & goals	46	7.2%	155	24.2%	175	27.3%	83	12.9%	54	8.4%	128	20.0%	641
Promotes & evaluates employee development & learning	46	7.2%	140	21.8%	152	23.6%	108	16.8%	68	10.6%	129	20.1%	643
Consistently & impartially acknowledges employee achievement	33	5.1%	120	18.7%	135	21.0%	137	21.3%	89	13.9%	128	19.9%	642
answered question												646	
skipped question												12	

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	
Builds & maintains trust within area of responsibility	32	5.0%	107	16.6%	142	22.0%	137	21.2%	102	15.8%	125	19.4%	645
Plans strategically	37	5.7%	112	17.4%	168	26.0%	97	15.0%	82	12.7%	149	23.1%	645
Acts to improve the resource levels available to area	30	4.7%	135	21.0%	150	23.3%	107	16.6%	78	12.1%	144	22.4%	644
Demonstrates awareness of good practices in work area	32	5.0%	97	15.1%	179	27.8%	119	18.5%	82	12.7%	135	21.0%	644
Maintains qualified staff at efficient levels	28	4.3%	105	16.3%	154	23.9%	131	20.3%	96	14.9%	130	20.2%	644
Responds to crisis as opportunities to improve professionally &/or within area	34	5.3%	111	17.3%	154	24.0%	126	19.6%	84	13.1%	133	20.7%	642
answered question												646	
skipped question												12	

## Appendix A Survey

# Chancellor's Cabinet Leadership Evaluation

We would like to evaluate the current Chancellor's Cabinet's leadership traits. Please rate your level of agreement with each statement below by choosing *strongly agree*, *agree*, *neutral*, *disagree*, *strongly disagree*, or *cannot evaluate*.

Try to think about the Cabinet as a group, not just the administrator(s) at your site or in your area.

Members of Chancellor's Cabinet include Lou Albert, David Bea, Johnson Bia, Luba Chliwniak, Lori Cox, Imelda Cuyugan, Charlotte Fugett, Cheryl House, C.J. Karamargin, Lee Lambert, Keith McIntosh, Jerry Migler, Jeff Silvyn, Bill Ward, Deborah Yoklic, and Darla Zirbes.

All responses will be confidential and reported only in an aggregated format. If you have any questions, please contact Planning and Institutional Research (PIR) at 206-4934.

## Primary Campus Location:

- Community Campus (including PCAE, PSESI, 29th Street, El Pueblo Liberty Learning Center, and El Rio Learning Center)
- Desert Vista Campus (including CTD and ATC)
- District Office
- Downtown Campus
- East Campus
- Maintenance & Security
- Northwest Campus
- West Campus

## Primary Job Classification:

- Non-exempt staff
- Exempt staff
- Faculty, Adjunct
- Faculty, Full-time
- Administrator

## Open & Honest Communication



# Chancellor's Cabinet Leadership Evaluation

Please rate your level of agreement that the Chancellor's Cabinet:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Evaluate
Tells the truth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates clearly & with civility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explains inconsistencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shares information early & often	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asks for & listens to input	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates performance expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes employee development of communication skills (e.g. conflict resolution)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Fair, Reasonable & Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Evaluate
Applies current policies & procedures consistently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applies current policies & procedures in accordance with Policy Manuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Avoids favoritism & its appearance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tries new processes & communicates them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps others follow policies & procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holds others accountable without blame	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empowers people to offer new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Informed Decision-Making & Planning

# Chancellor's Cabinet Leadership Evaluation

Please rate your level of agreement that the Chancellor's Cabinet:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Evaluate
Communicates the decision process early	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates the reasons behind decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involves those who will be affected by decisions in making the decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses data in decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes & reviews decisions using student success as top criterion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes responsibility for decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Accountability

Please rate your level of agreement that the Chancellor's Cabinet:

To view the College's mission, vision, values & goals, [clickhere](#).

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Evaluate
Takes responsibility for their own & employees' work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses formal evaluation process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Admits errors & works to fix them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honors commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows & promotes the College's vision, mission, values & goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes & evaluates employee development & learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently & impartially acknowledges employee achievement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Leadership & Management

# Chancellor's Cabinet Leadership Evaluation

Please rate your level of agreement that the Chancellor's Cabinet:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cannot Evaluate
Builds & maintains trust within area of responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plans strategically	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acts to improve the resource levels available to area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates awareness of good practices in work area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains qualified staff at efficient levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responds to crisis as opportunities to improve professionally &/or within area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Comments

Thank you for your feedback.

Appendix B  
Tables by Campus/Location

## Chancellor's Cabinet Leadership Evaluation Community Campus Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	5	5.9%	17	20.0%	17	20.0%	9	10.6%	6	7.1%	31	36.5%	85
Communicates clearly & with civility	9	10.8%	20	24.1%	15	18.1%	10	12.0%	6	7.2%	23	27.7%	83
Explains inconsistencies	3	3.5%	9	10.6%	19	22.4%	16	18.8%	13	15.3%	25	29.4%	85
Shares information early & often	5	6.0%	17	20.5%	14	16.9%	12	14.5%	14	16.9%	21	25.3%	83
Asks for & listens to input	6	7.1%	7	8.2%	20	23.5%	16	18.8%	12	14.1%	24	28.2%	85
Communicates performance expectations	7	8.2%	10	11.8%	21	24.7%	16	18.8%	6	7.1%	25	29.4%	85
Promotes employee development of communication skills (e.g. conflict resolution)	6	7.1%	9	10.6%	22	25.9%	16	18.8%	5	5.9%	27	31.8%	85
answered question													85
skipped question													0

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	5	5.9%	16	18.8%	11	12.9%	19	22.4%	9	10.6%	25	29.4%	85
Applies current policies & procedures in accordance with Policy Manuals	7	8.2%	13	15.3%	17	20.0%	18	21.2%	5	5.9%	25	29.4%	85
Avoids favoritism & its appearance	5	5.9%	12	14.1%	15	17.6%	13	15.3%	14	16.5%	26	30.6%	85
Tries new processes & communicates them	4	4.8%	12	14.3%	15	17.9%	14	16.7%	11	13.1%	28	33.3%	84
Helps others follow policies & procedures	5	5.9%	14	16.5%	16	18.8%	13	15.3%	7	8.2%	30	35.3%	85
Holds others accountable without blame	3	3.5%	9	10.6%	14	16.5%	15	17.6%	13	15.3%	31	36.5%	85
Empowers people to offer new ideas	6	7.1%	11	12.9%	12	14.1%	13	15.3%	17	20.0%	26	30.6%	85
answered question													85
skipped question													0

## Community Campus

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	2	2.4%	12	14.1%	13	15.3%	22	25.9%	12	14.1%	24	28.2%	85
Communicates the reasons behind decisions	2	2.4%	10	11.8%	16	18.8%	20	23.5%	14	16.5%	23	27.1%	85
Involves those who will be affected by decisions in making the decisions	4	4.7%	9	10.6%	9	10.6%	20	23.5%	18	21.2%	25	29.4%	85
Uses data in decision-making	2	2.4%	17	20.0%	23	27.1%	7	8.2%	5	5.9%	31	36.5%	85
Makes & reviews decisions using student success as top criterion	4	4.7%	10	11.8%	23	27.1%	9	10.6%	5	5.9%	34	40.0%	85
Takes responsibility for decisions	5	6.0%	11	13.1%	19	22.6%	11	13.1%	9	10.7%	29	34.5%	84
answered question													85
skipped question													0

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: [To view the College's mission, vision, values & goals, click here.](#)

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	5	6.0%	18	21.4%	13	15.5%	18	21.4%	4	4.8%	26	31.0%	84
Uses formal evaluation process	6	7.1%	14	16.5%	18	21.2%	12	14.1%	4	4.7%	31	36.5%	85
Admits errors & works to fix them	3	3.6%	12	14.3%	16	19.0%	18	21.4%	11	13.1%	24	28.6%	84
Honors commitments	7	8.2%	14	16.5%	16	18.8%	15	17.6%	7	8.2%	26	30.6%	85
Follows & promotes the College's vision, mission, values & goals	6	7.1%	20	23.8%	20	23.8%	12	14.3%	5	6.0%	21	25.0%	84
Promotes & evaluates employee development & learning	6	7.1%	11	12.9%	21	24.7%	16	18.8%	7	8.2%	24	28.2%	85
Consistently & impartially acknowledges employee achievement	4	4.8%	12	14.3%	17	20.2%	16	19.0%	10	11.9%	25	29.8%	84
answered question													85
skipped question													0

## Community Campus

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	4	4.7%	10	11.8%	16	18.8%	18	21.2%	11	12.9%	26	30.6%	85
Plans strategically	6	7.1%	15	17.6%	13	15.3%	12	14.1%	11	12.9%	28	32.9%	85
Acts to improve the resource levels available to area	4	4.8%	15	18.1%	17	20.5%	10	12.0%	9	10.8%	28	33.7%	83
Demonstrates awareness of good practices in work area	5	5.9%	13	15.3%	18	21.2%	9	10.6%	15	17.6%	25	29.4%	85
Maintains qualified staff at efficient levels	3	3.6%	10	11.9%	17	20.2%	13	15.5%	13	15.5%	28	33.3%	84
Responds to crisis as opportunities to improve professionally &/or within area	4	4.8%	12	14.3%	15	17.9%	18	21.4%	7	8.3%	28	33.3%	84
answered question												85	
skipped question												0	

## Chancellor's Cabinet Leadership Evaluation Desert Vista Campus Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	4	6.0%	29	43.3%	12	17.9%	7	10.4%	4	6.0%	11	16.4%	67
Communicates clearly & with civility	5	7.6%	32	48.5%	11	16.7%	6	9.1%	7	10.6%	5	7.6%	66
Explains inconsistencies	2	3.0%	17	25.4%	23	34.3%	8	11.9%	10	14.9%	7	10.4%	67
Shares information early & often	5	7.5%	26	38.8%	15	22.4%	6	9.0%	10	14.9%	5	7.5%	67
Asks for & listens to input	6	9.1%	15	22.7%	16	24.2%	13	19.7%	10	15.2%	6	9.1%	66
Communicates performance expectations	5	7.5%	20	29.9%	14	20.9%	11	16.4%	8	11.9%	9	13.4%	67
Promotes employee development of communication skills (e.g. conflict resolution)	4	6.1%	18	27.3%	15	22.7%	12	18.2%	9	13.6%	8	12.1%	66
answered question													67
skipped question													1

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	5	7.5%	23	34.3%	14	20.9%	11	16.4%	6	9.0%	8	11.9%	67
Applies current policies & procedures in accordance with Policy Manuals	5	7.5%	20	29.9%	18	26.9%	11	16.4%	5	7.5%	8	11.9%	67
Avoids favoritism & its appearance	7	10.4%	14	20.9%	20	29.9%	7	10.4%	12	17.9%	7	10.4%	67
Tries new processes & communicates them	4	6.0%	18	26.9%	15	22.4%	15	22.4%	9	13.4%	6	9.0%	67
Helps others follow policies & procedures	6	9.1%	19	28.8%	13	19.7%	8	12.1%	10	15.2%	10	15.2%	66
Holds others accountable without blame	2	3.0%	13	19.4%	25	37.3%	9	13.4%	9	13.4%	9	13.4%	67
Empowers people to offer new ideas	6	9.0%	12	17.9%	17	25.4%	16	23.9%	8	11.9%	8	11.9%	67
answered question													67
skipped question													1



## Desert Vista Campus

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	6	9.1%	17	25.8%	15	22.7%	11	16.7%	10	15.2%	7	10.6%	66
Communicates the reasons behind decisions	5	7.6%	16	24.2%	16	24.2%	9	13.6%	13	19.7%	7	10.6%	66
Involves those who will be affected by decisions in making the decisions	5	7.6%	11	16.7%	12	18.2%	14	21.2%	16	24.2%	8	12.1%	66
Uses data in decision-making	5	7.6%	14	21.2%	20	30.3%	8	12.1%	6	9.1%	13	19.7%	66
Makes & reviews decisions using student success as top criterion	4	6.1%	15	22.7%	21	31.8%	7	10.6%	7	10.6%	12	18.2%	66
Takes responsibility for decisions	5	7.7%	17	26.2%	18	27.7%	7	10.8%	9	13.8%	9	13.8%	65
answered question												66	
skipped question												2	

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: [To view the College's mission, vision, values & goals, click here.](#)

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	5	7.5%	19	28.4%	16	23.9%	13	19.4%	6	9.0%	8	11.9%	67
Uses formal evaluation process	6	9.0%	21	31.3%	16	23.9%	7	10.4%	7	10.4%	10	14.9%	67
Admits errors & works to fix them	3	4.5%	12	17.9%	19	28.4%	13	19.4%	10	14.9%	10	14.9%	67
Honors commitments	5	7.5%	23	34.3%	19	28.4%	7	10.4%	5	7.5%	8	11.9%	67
Follows & promotes the College's vision, mission, values & goals	7	10.6%	20	30.3%	20	30.3%	7	10.6%	6	9.1%	6	9.1%	66
Promotes & evaluates employee development & learning	6	9.1%	16	24.2%	18	27.3%	11	16.7%	7	10.6%	8	12.1%	66
Consistently & impartially acknowledges employee achievement	5	7.5%	16	23.9%	17	25.4%	13	19.4%	9	13.4%	7	10.4%	67
answered question												67	
skipped question												1	

# Desert Vista Campus

## Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	5	7.5%	18	26.9%	18	26.9%	7	10.4%	12	17.9%	7	10.4%	67
Plans strategically	6	9.0%	18	26.9%	19	28.4%	7	10.4%	8	11.9%	9	13.4%	67
Acts to improve the resource levels available to area	5	7.5%	19	28.4%	18	26.9%	7	10.4%	8	11.9%	10	14.9%	67
Demonstrates awareness of good practices in work area	5	7.5%	19	28.4%	18	26.9%	9	13.4%	8	11.9%	8	11.9%	67
Maintains qualified staff at efficient levels	4	6.0%	16	23.9%	17	25.4%	14	20.9%	10	14.9%	6	9.0%	67
Responds to crisis as opportunities to improve professionally &/or within area	5	7.5%	17	25.4%	19	28.4%	11	16.4%	8	11.9%	7	10.4%	67
answered question													67
skipped question													1

## Chancellor's Cabinet Leadership Evaluation District Office Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	8	5.6%	38	26.6%	43	30.1%	24	16.8%	7	4.9%	23	16.1%	143
Communicates clearly & with civility	10	7.0%	41	28.7%	38	26.6%	25	17.5%	6	4.2%	23	16.1%	143
Explains inconsistencies	8	5.7%	13	9.2%	36	25.5%	41	29.1%	16	11.3%	27	19.1%	141
Shares information early & often	9	6.4%	21	14.9%	28	19.9%	49	34.8%	16	11.3%	18	12.8%	141
Asks for & listens to input	7	4.9%	24	16.9%	32	22.5%	44	31.0%	16	11.3%	19	13.4%	142
Communicates performance expectations	6	4.2%	27	18.9%	34	23.8%	39	27.3%	14	9.8%	23	16.1%	143
Promotes employee development of communication skills (e.g. conflict resolution)	6	4.2%	22	15.5%	34	23.9%	44	31.0%	13	9.2%	23	16.2%	142
answered question												143	
skipped question												5	

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	6	4.2%	25	17.4%	27	18.8%	43	29.9%	19	13.2%	24	16.7%	144
Applies current policies & procedures in accordance with Policy Manuals	7	4.9%	28	19.4%	39	27.1%	32	22.2%	11	7.6%	27	18.8%	144
Avoids favoritism & its appearance	6	4.2%	24	16.7%	29	20.1%	30	20.8%	27	18.8%	28	19.4%	144
Tries new processes & communicates them	6	4.2%	25	17.5%	35	24.5%	37	25.9%	12	8.4%	28	19.6%	143
Helps others follow policies & procedures	7	5.0%	18	12.8%	50	35.5%	28	19.9%	11	7.8%	27	19.1%	141
Holds others accountable without blame	6	4.2%	12	8.4%	35	24.5%	43	30.1%	18	12.6%	29	20.3%	143
Empowers people to offer new ideas	9	6.3%	17	11.8%	39	27.1%	34	23.6%	21	14.6%	24	16.7%	144
answered question												144	
skipped question												4	

## District Office

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	5	3.5%	13	9.0%	41	28.5%	44	30.6%	14	9.7%	27	18.8%	144
Communicates the reasons behind decisions	7	4.9%	13	9.0%	40	27.8%	43	29.9%	18	12.5%	23	16.0%	144
Involves those who will be affected by decisions in making the decisions	5	3.5%	16	11.1%	28	19.4%	41	28.5%	26	18.1%	28	19.4%	144
Uses data in decision-making	8	5.6%	28	19.4%	40	27.8%	24	16.7%	13	9.0%	31	21.5%	144
Makes & reviews decisions using student success as top criterion	6	4.2%	15	10.4%	39	27.1%	25	17.4%	10	6.9%	49	34.0%	144
Takes responsibility for decisions	7	4.9%	21	14.6%	39	27.1%	30	20.8%	19	13.2%	28	19.4%	144
answered question												144	
skipped question												4	

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: [To view the College's mission, vision, values & goals, click here.](#)

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	7	4.9%	29	20.3%	42	29.4%	25	17.5%	12	8.4%	28	19.6%	143
Uses formal evaluation process	6	4.1%	29	20.0%	32	22.1%	27	18.6%	15	10.3%	36	24.8%	145
Admits errors & works to fix them	7	4.9%	17	11.9%	38	26.6%	38	26.6%	15	10.5%	28	19.6%	143
Honors commitments	8	5.6%	23	16.0%	48	33.3%	22	15.3%	10	6.9%	33	22.9%	144
Follows & promotes the College's vision, mission, values & goals	9	6.3%	35	24.3%	44	30.6%	17	11.8%	9	6.3%	30	20.8%	144
Promotes & evaluates employee development & learning	9	6.2%	34	23.4%	31	21.4%	28	19.3%	14	9.7%	29	20.0%	145
Consistently & impartially acknowledges employee achievement	6	4.1%	24	16.6%	30	20.7%	38	26.2%	18	12.4%	29	20.0%	145
answered question												145	
skipped question												3	

## District Office

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	7	4.8%	24	16.6%	37	25.5%	35	24.1%	17	11.7%	25	17.2%	145
Plans strategically	7	4.8%	23	15.9%	45	31.0%	20	13.8%	19	13.1%	31	21.4%	145
Acts to improve the resource levels available to area	6	4.1%	27	18.6%	36	24.8%	30	20.7%	18	12.4%	28	19.3%	145
Demonstrates awareness of good practices in work area	7	4.8%	21	14.5%	45	31.0%	34	23.4%	11	7.6%	27	18.6%	145
Maintains qualified staff at efficient levels	6	4.1%	21	14.5%	42	29.0%	31	21.4%	22	15.2%	23	15.9%	145
Responds to crisis as opportunities to improve professionally &/or within area	6	4.2%	20	13.9%	40	27.8%	37	25.7%	13	9.0%	28	19.4%	144
answered question												145	
skipped question												3	

## Chancellor's Cabinet Leadership Evaluation Downtown Campus Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	2	2.3%	16	18.2%	26	29.5%	15	17.0%	9	10.2%	20	22.7%	88
Communicates clearly & with civility	6	6.8%	27	30.7%	13	14.8%	22	25.0%	8	9.1%	12	13.6%	88
Explains inconsistencies	1	1.1%	12	13.6%	16	18.2%	31	35.2%	13	14.8%	15	17.0%	88
Shares information early & often	5	5.7%	16	18.2%	14	15.9%	23	26.1%	18	20.5%	12	13.6%	88
Asks for & listens to input	2	2.3%	14	16.3%	16	18.6%	24	27.9%	18	20.9%	12	14.0%	86
Communicates performance expectations	1	1.1%	23	26.1%	16	18.2%	22	25.0%	12	13.6%	14	15.9%	88
Promotes employee development of communication skills (e.g. conflict resolution)	3	3.4%	14	16.1%	23	26.4%	16	18.4%	15	17.2%	16	18.4%	87
answered question													88
skipped question													0

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	1	1.1%	18	20.5%	15	17.0%	22	25.0%	19	21.6%	13	14.8%	88
Applies current policies & procedures in accordance with Policy Manuals	1	1.1%	18	20.5%	17	19.3%	21	23.9%	13	14.8%	18	20.5%	88
Avoids favoritism & its appearance	1	1.1%	12	13.6%	20	22.7%	18	20.5%	20	22.7%	17	19.3%	88
Tries new processes & communicates them	1	1.1%	24	27.6%	17	19.5%	21	24.1%	12	13.8%	12	13.8%	87
Helps others follow policies & procedures	1	1.1%	21	23.9%	26	29.5%	13	14.8%	15	17.0%	12	13.6%	88
Holds others accountable without blame	1	1.1%	7	8.0%	22	25.0%	24	27.3%	15	17.0%	19	21.6%	88
Empowers people to offer new ideas	3	3.4%	13	14.8%	15	17.0%	21	23.9%	23	26.1%	13	14.8%	88
answered question													88
skipped question													0

## Downtown Campus Tables

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	3	3.4%	12	13.6%	16	18.2%	27	30.7%	16	18.2%	14	15.9%	88
Communicates the reasons behind decisions	2	2.3%	14	15.9%	16	18.2%	23	26.1%	20	22.7%	13	14.8%	88
Involves those who will be affected by decisions in making the decisions	2	2.3%	7	8.0%	16	18.2%	24	27.3%	24	27.3%	15	17.0%	88
Uses data in decision-making	1	1.1%	16	18.2%	26	29.5%	8	9.1%	13	14.8%	24	27.3%	88
Makes & reviews decisions using student success as top criterion	1	1.1%	13	14.8%	20	22.7%	15	17.0%	13	14.8%	26	29.5%	88
Takes responsibility for decisions	3	3.4%	11	12.5%	27	30.7%	10	11.4%	19	21.6%	18	20.5%	88
answered question												88	
skipped question												0	

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: [To view the College's mission, vision, values & goals, click here.](#)

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	2	2.3%	19	21.6%	25	28.4%	14	15.9%	13	14.8%	15	17.0%	88
Uses formal evaluation process	0	0.0%	26	29.5%	19	21.6%	12	13.6%	9	10.2%	22	25.0%	88
Admits errors & works to fix them	2	2.3%	13	14.8%	18	20.5%	22	25.0%	16	18.2%	17	19.3%	88
Honors commitments	3	3.4%	17	19.3%	19	21.6%	18	20.5%	13	14.8%	18	20.5%	88
Follows & promotes the College's vision, mission, values & goals	4	4.5%	26	29.5%	23	26.1%	10	11.4%	11	12.5%	14	15.9%	88
Promotes & evaluates employee development & learning	5	5.7%	25	28.4%	24	27.3%	10	11.4%	12	13.6%	12	13.6%	88
Consistently & impartially acknowledges employee achievement	3	3.4%	18	20.5%	18	20.5%	19	21.6%	14	15.9%	16	18.2%	88
answered question												88	
skipped question												0	

# Downtown Campus Tables

## Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	1	1.1%	15	17.0%	15	17.0%	28	31.8%	17	19.3%	12	13.6%	88
Plans strategically	2	2.3%	15	17.0%	20	22.7%	24	27.3%	10	11.4%	17	19.3%	88
Acts to improve the resource levels available to area	1	1.1%	23	26.1%	20	22.7%	19	21.6%	10	11.4%	15	17.0%	88
Demonstrates awareness of good practices in work area	1	1.1%	10	11.4%	31	35.2%	20	22.7%	12	13.6%	14	15.9%	88
Maintains qualified staff at efficient levels	2	2.3%	21	23.9%	21	23.9%	19	21.6%	15	17.0%	10	11.4%	88
Responds to crisis as opportunities to improve professionally &/or within area	1	1.1%	18	20.7%	24	27.6%	18	20.7%	15	17.2%	11	12.6%	87
answered question												88	
skipped question												0	



## Chancellor's Cabinet Leadership Evaluation East Campus Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	4	6.2%	12	18.5%	20	30.8%	10	15.4%	2	3.1%	17	26.2%	65
Communicates clearly & with civility	6	9.4%	17	26.6%	19	29.7%	5	7.8%	3	4.7%	14	21.9%	64
Explains inconsistencies	4	6.1%	9	13.6%	17	25.8%	16	24.2%	5	7.6%	15	22.7%	66
Shares information early & often	6	9.0%	10	14.9%	20	29.9%	13	19.4%	4	6.0%	14	20.9%	67
Asks for & listens to input	6	9.0%	8	11.9%	17	25.4%	13	19.4%	7	10.4%	16	23.9%	67
Communicates performance expectations	4	6.0%	12	17.9%	16	23.9%	8	11.9%	7	10.4%	20	29.9%	67
Promotes employee development of communication skills (e.g. conflict resolution)	3	4.5%	10	15.2%	16	24.2%	9	13.6%	10	15.2%	18	27.3%	66
answered question												67	
skipped question												1	

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	4	6.1%	11	16.7%	16	24.2%	11	16.7%	7	10.6%	17	25.8%	66
Applies current policies & procedures in accordance with Policy Manuals	4	6.1%	12	18.2%	18	27.3%	10	15.2%	4	6.1%	18	27.3%	66
Avoids favoritism & its appearance	5	7.5%	9	13.4%	12	17.9%	15	22.4%	11	16.4%	15	22.4%	67
Tries new processes & communicates them	4	6.1%	12	18.2%	15	22.7%	11	16.7%	8	12.1%	16	24.2%	66
Helps others follow policies & procedures	6	9.1%	10	15.2%	16	24.2%	12	18.2%	5	7.6%	17	25.8%	66
Holds others accountable without blame	3	4.6%	4	6.2%	14	21.5%	14	21.5%	9	13.8%	21	32.3%	65
Empowers people to offer new ideas	5	7.5%	6	9.0%	18	26.9%	10	14.9%	12	17.9%	16	23.9%	67
answered question												67	
skipped question												1	

## East Campus

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	5	7.8%	6	9.4%	15	23.4%	19	29.7%	4	6.3%	15	23.4%	64
Communicates the reasons behind decisions	6	9.2%	7	10.8%	13	20.0%	20	30.8%	7	10.8%	12	18.5%	65
Involves those who will be affected by decisions in making the decisions	5	7.7%	6	9.2%	10	15.4%	18	27.7%	10	15.4%	16	24.6%	65
Uses data in decision-making	5	7.8%	7	10.9%	21	32.8%	7	10.9%	4	6.3%	20	31.3%	64
Makes & reviews decisions using student success as top criterion	4	6.2%	7	10.8%	16	24.6%	14	21.5%	7	10.8%	17	26.2%	65
Takes responsibility for decisions	4	6.2%	10	15.4%	12	18.5%	13	20.0%	11	16.9%	15	23.1%	65
answered question												65	
skipped question												3	

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: To view the College's mission, vision, values & goals, click here.													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	4	6.2%	12	18.5%	12	18.5%	12	18.5%	5	7.7%	20	30.8%	65
Uses formal evaluation process	3	4.7%	10	15.6%	13	20.3%	12	18.8%	6	9.4%	20	31.3%	64
Admits errors & works to fix them	4	6.2%	7	10.8%	14	21.5%	14	21.5%	10	15.4%	16	24.6%	65
Honors commitments	4	6.3%	16	25.0%	12	18.8%	11	17.2%	3	4.7%	18	28.1%	64
Follows & promotes the College's vision, mission, values & goals	5	7.8%	13	20.3%	17	26.6%	9	14.1%	4	6.3%	16	25.0%	64
Promotes & evaluates employee development & learning	6	9.5%	10	15.9%	17	27.0%	9	14.3%	5	7.9%	16	25.4%	63
Consistently & impartially acknowledges employee achievement	4	6.3%	14	21.9%	13	20.3%	11	17.2%	6	9.4%	16	25.0%	64
answered question												65	
skipped question												3	

## East Campus

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	4	6.1%	11	16.7%	15	22.7%	10	15.2%	8	12.1%	18	27.3%	66
Plans strategically	4	6.2%	10	15.4%	18	27.7%	8	12.3%	6	9.2%	19	29.2%	65
Acts to improve the resource levels available to area	4	6.1%	14	21.2%	15	22.7%	8	12.1%	7	10.6%	18	27.3%	66
Demonstrates awareness of good practices in work area	5	7.7%	7	10.8%	19	29.2%	7	10.8%	9	13.8%	18	27.7%	65
Maintains qualified staff at efficient levels	5	7.7%	9	13.8%	16	24.6%	10	15.4%	9	13.8%	16	24.6%	65
Responds to crisis as opportunities to improve professionally &/or within area	4	6.1%	11	16.7%	19	28.8%	8	12.1%	7	10.6%	17	25.8%	66
answered question													66
skipped question													2

## Chancellor's Cabinet Leadership Evaluation Maintenance and Security Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	0	0.0%	7	29.2%	9	37.5%	4	16.7%	0	0.0%	4	16.7%	24
Communicates clearly & with civility	1	4.2%	9	37.5%	7	29.2%	4	16.7%	0	0.0%	3	12.5%	24
Explains inconsistencies	0	0.0%	5	21.7%	7	30.4%	6	26.1%	1	4.3%	4	17.4%	23
Shares information early & often	1	4.2%	5	20.8%	5	20.8%	8	33.3%	1	4.2%	4	16.7%	24
Asks for & listens to input	1	4.2%	3	12.5%	5	20.8%	9	37.5%	2	8.3%	4	16.7%	24
Communicates performance expectations	0	0.0%	8	33.3%	8	33.3%	3	12.5%	1	4.2%	4	16.7%	24
Promotes employee development of communication skills (e.g. conflict resolution)	1	4.2%	6	25.0%	5	20.8%	6	25.0%	2	8.3%	4	16.7%	24
answered question													24
skipped question													0

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	0	0.0%	3	12.5%	8	33.3%	10	41.7%	1	4.2%	2	8.3%	24
Applies current policies & procedures in accordance with Policy Manuals	0	0.0%	4	16.7%	7	29.2%	10	41.7%	0	0.0%	3	12.5%	24
Avoids favoritism & its appearance	0	0.0%	3	12.5%	2	8.3%	11	45.8%	4	16.7%	4	16.7%	24
Tries new processes & communicates them	0	0.0%	3	12.5%	9	37.5%	7	29.2%	1	4.2%	4	16.7%	24
Helps others follow policies & procedures	0	0.0%	4	16.7%	7	29.2%	7	29.2%	2	8.3%	4	16.7%	24
Holds others accountable without blame	0	0.0%	0	0.0%	6	25.0%	9	37.5%	4	16.7%	5	20.8%	24
Empowers people to offer new ideas	0	0.0%	4	16.7%	5	20.8%	9	37.5%	3	12.5%	3	12.5%	24
answered question													24
skipped question													0

## Maintenance and Security

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	0	0.0%	3	12.5%	8	33.3%	9	37.5%	0	0.0%	4	16.7%	24
Communicates the reasons behind decisions	0	0.0%	5	20.8%	5	20.8%	9	37.5%	1	4.2%	4	16.7%	24
Involves those who will be affected by decisions in making the decisions	0	0.0%	2	8.3%	5	20.8%	10	41.7%	3	12.5%	4	16.7%	24
Uses data in decision-making	0	0.0%	2	8.3%	11	45.8%	6	25.0%	0	0.0%	5	20.8%	24
Makes & reviews decisions using student success as top criterion	0	0.0%	3	12.5%	10	41.7%	4	16.7%	1	4.2%	6	25.0%	24
Takes responsibility for decisions	0	0.0%	4	16.7%	7	29.2%	9	37.5%	1	4.2%	3	12.5%	24
answered question													24
skipped question													0

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: To view the College's mission, vision, values & goals, click here.

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	0	0.0%	8	33.3%	6	25.0%	6	25.0%	0	0.0%	4	16.7%	24
Uses formal evaluation process	1	4.3%	8	34.8%	6	26.1%	5	21.7%	0	0.0%	3	13.0%	23
Admits errors & works to fix them	0	0.0%	5	20.8%	5	20.8%	8	33.3%	1	4.2%	5	20.8%	24
Honors commitments	1	4.2%	5	20.8%	9	37.5%	6	25.0%	0	0.0%	3	12.5%	24
Follows & promotes the College's vision, mission, values & goals	1	4.2%	5	20.8%	10	41.7%	5	20.8%	0	0.0%	3	12.5%	24
Promotes & evaluates employee development & learning	0	0.0%	9	37.5%	4	16.7%	8	33.3%	0	0.0%	3	12.5%	24
Consistently & impartially acknowledges employee achievement	1	4.2%	4	16.7%	8	33.3%	8	33.3%	0	0.0%	3	12.5%	24
answered question													24
skipped question													0

## Maintenance and Security

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	0	0.0%	2	8.3%	8	33.3%	9	37.5%	2	8.3%	3	12.5%	24
Plans strategically	1	4.2%	3	12.5%	9	37.5%	3	12.5%	4	16.7%	4	16.7%	24
Acts to improve the resource levels available to area	2	8.3%	3	12.5%	9	37.5%	6	25.0%	0	0.0%	4	16.7%	24
Demonstrates awareness of good practices in work area	1	4.2%	2	8.3%	7	29.2%	8	33.3%	1	4.2%	5	20.8%	24
Maintains qualified staff at efficient levels	0	0.0%	3	12.5%	5	20.8%	8	33.3%	3	12.5%	5	20.8%	24
Responds to crisis as opportunities to improve professionally &/or within area	1	4.3%	5	21.7%	8	34.8%	2	8.7%	1	4.3%	6	26.1%	23
answered question													24
skipped question													0

## Chancellor's Cabinet Leadership Evaluation Northwest Campus Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	2	4.1%	10	20.4%	12	24.5%	3	6.1%	7	14.3%	15	30.6%	49
Communicates clearly & with civility	2	4.1%	9	18.4%	12	24.5%	7	14.3%	7	14.3%	12	24.5%	49
Explains inconsistencies	3	6.1%	5	10.2%	10	20.4%	6	12.2%	9	18.4%	16	32.7%	49
Shares information early & often	4	8.3%	3	6.3%	12	25.0%	7	14.6%	9	18.8%	13	27.1%	48
Asks for & listens to input	2	4.1%	6	12.2%	9	18.4%	8	16.3%	11	22.4%	13	26.5%	49
Communicates performance expectations	2	4.1%	5	10.2%	13	26.5%	8	16.3%	7	14.3%	14	28.6%	49
Promotes employee development of communication skills (e.g. conflict resolution)	2	4.1%	6	12.2%	11	22.4%	5	10.2%	11	22.4%	14	28.6%	49
answered question													49
skipped question													1

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	3	6.1%	6	12.2%	13	26.5%	3	6.1%	9	18.4%	15	30.6%	49
Applies current policies & procedures in accordance with Policy Manuals	5	10.2%	4	8.2%	15	30.6%	3	6.1%	8	16.3%	14	28.6%	49
Avoids favoritism & its appearance	2	4.1%	5	10.2%	9	18.4%	7	14.3%	12	24.5%	14	28.6%	49
Tries new processes & communicates them	3	6.1%	8	16.3%	10	20.4%	5	10.2%	10	20.4%	13	26.5%	49
Helps others follow policies & procedures	3	6.3%	5	10.4%	15	31.3%	2	4.2%	7	14.6%	16	33.3%	48
Holds others accountable without blame	2	4.1%	2	4.1%	9	18.4%	10	20.4%	9	18.4%	17	34.7%	49
Empowers people to offer new ideas	3	6.1%	4	8.2%	12	24.5%	5	10.2%	12	24.5%	13	26.5%	49
answered question													49
skipped question													1

## Northwest Campus

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	2	4.3%	6	12.8%	8	17.0%	10	21.3%	9	19.1%	12	25.5%	47
Communicates the reasons behind decisions	3	6.4%	5	10.6%	10	21.3%	8	17.0%	9	19.1%	12	25.5%	47
Involves those who will be affected by decisions in making the decisions	2	4.3%	6	12.8%	12	25.5%	4	8.5%	10	21.3%	13	27.7%	47
Uses data in decision-making	5	10.9%	6	13.0%	9	19.6%	5	10.9%	4	8.7%	17	37.0%	46
Makes & reviews decisions using student success as top criterion	4	8.5%	4	8.5%	9	19.1%	8	17.0%	7	14.9%	15	31.9%	47
Takes responsibility for decisions	3	6.5%	5	10.9%	6	13.0%	6	13.0%	11	23.9%	15	32.6%	46
answered question													47
skipped question													3

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: To view the College's mission, vision, values & goals, click here.													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	3	6.4%	7	14.9%	12	25.5%	5	10.6%	7	14.9%	13	27.7%	47
Uses formal evaluation process	5	10.6%	12	25.5%	6	12.8%	5	10.6%	6	12.8%	13	27.7%	47
Admits errors & works to fix them	4	8.5%	4	8.5%	10	21.3%	8	17.0%	9	19.1%	12	25.5%	47
Honors commitments	3	6.4%	4	8.5%	11	23.4%	7	14.9%	6	12.8%	16	34.0%	47
Follows & promotes the College's vision, mission, values & goals	5	10.6%	7	14.9%	11	23.4%	5	10.6%	7	14.9%	12	25.5%	47
Promotes & evaluates employee development & learning	4	8.5%	8	17.0%	9	19.1%	6	12.8%	7	14.9%	13	27.7%	47
Consistently & impartially acknowledges employee achievement	4	8.5%	6	12.8%	10	21.3%	6	12.8%	9	19.1%	12	25.5%	47
answered question													47
skipped question													3



## Northwest Campus

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	4	8.7%	5	10.9%	8	17.4%	9	19.6%	9	19.6%	11	23.9%	46
Plans strategically	5	10.6%	5	10.6%	8	17.0%	6	12.8%	7	14.9%	16	34.0%	47
Acts to improve the resource levels available to area	2	4.3%	10	21.3%	9	19.1%	5	10.6%	7	14.9%	14	29.8%	47
Demonstrates awareness of good practices in work area	2	4.3%	5	10.6%	11	23.4%	7	14.9%	9	19.1%	13	27.7%	47
Maintains qualified staff at efficient levels	2	4.3%	6	12.8%	8	17.0%	9	19.1%	8	17.0%	14	29.8%	47
Responds to crisis as opportunities to improve professionally &/or within area	3	6.4%	7	14.9%	10	21.3%	4	8.5%	9	19.1%	14	29.8%	47
answered question												47	
skipped question												3	

## Chancellor's Cabinet Leadership Evaluation West Campus Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	9	7.6%	25	21.0%	33	27.7%	13	10.9%	11	9.2%	28	23.5%	119
Communicates clearly & with civility	12	10.1%	34	28.6%	26	21.8%	16	13.4%	9	7.6%	22	18.5%	119
Explains inconsistencies	6	5.2%	12	10.4%	27	23.5%	28	24.3%	16	13.9%	26	22.6%	115
Shares information early & often	10	8.4%	14	11.8%	25	21.0%	34	28.6%	21	17.6%	15	12.6%	119
Asks for & listens to input	9	7.6%	21	17.6%	23	19.3%	27	22.7%	22	18.5%	17	14.3%	119
Communicates performance expectations	7	5.9%	23	19.5%	26	22.0%	22	18.6%	14	11.9%	26	22.0%	118
Promotes employee development of communication skills (e.g. conflict resolution)	5	4.2%	18	15.1%	27	22.7%	25	21.0%	20	16.8%	24	20.2%	119
answered question													119
skipped question													0

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	5	4.3%	17	14.7%	22	19.0%	28	24.1%	21	18.1%	23	19.8%	116
Applies current policies & procedures in accordance with Policy Manuals	6	5.1%	22	18.6%	20	16.9%	28	23.7%	15	12.7%	27	22.9%	118
Avoids favoritism & its appearance	7	5.9%	15	12.7%	18	15.3%	23	19.5%	33	28.0%	22	18.6%	118
Tries new processes & communicates them	7	5.9%	17	14.4%	33	28.0%	24	20.3%	15	12.7%	22	18.6%	118
Helps others follow policies & procedures	8	6.8%	22	18.6%	23	19.5%	27	22.9%	17	14.4%	21	17.8%	118
Holds others accountable without blame	5	4.2%	14	11.9%	22	18.6%	25	21.2%	27	22.9%	25	21.2%	118
Empowers people to offer new ideas	6	5.1%	16	13.6%	25	21.2%	22	18.6%	29	24.6%	20	16.9%	118
answered question													118
skipped question													1

## West Campus

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	6	5.1%	20	16.9%	22	18.6%	34	28.8%	19	16.1%	17	14.4%	118
Communicates the reasons behind decisions	6	5.1%	18	15.4%	22	18.8%	31	26.5%	24	20.5%	16	13.7%	117
Involves those who will be affected by decisions in making the decisions	5	4.2%	11	9.3%	25	21.2%	22	18.6%	32	27.1%	23	19.5%	118
Uses data in decision-making	4	3.4%	23	19.5%	32	27.1%	17	14.4%	7	5.9%	35	29.7%	118
Makes & reviews decisions using student success as top criterion	6	5.1%	14	11.9%	30	25.4%	29	24.6%	9	7.6%	30	25.4%	118
Takes responsibility for decisions	6	5.1%	16	13.6%	22	18.6%	31	26.3%	20	16.9%	23	19.5%	118
answered question												118	
skipped question												1	

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: <a href="#">To view the College's mission, vision, values &amp; goals, click here.</a>													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	6	5.1%	22	18.6%	24	20.3%	20	16.9%	18	15.3%	28	23.7%	118
Uses formal evaluation process	6	5.1%	27	22.9%	25	21.2%	17	14.4%	10	8.5%	33	28.0%	118
Admits errors & works to fix them	6	5.1%	12	10.2%	23	19.5%	26	22.0%	22	18.6%	29	24.6%	118
Honors commitments	6	5.1%	23	19.7%	30	25.6%	20	17.1%	11	9.4%	27	23.1%	117
Follows & promotes the College's vision, mission, values & goals	9	7.7%	27	23.1%	28	23.9%	16	13.7%	12	10.3%	25	21.4%	117
Promotes & evaluates employee development & learning	10	8.5%	26	22.0%	27	22.9%	17	14.4%	15	12.7%	23	19.5%	118
Consistently & impartially acknowledges employee achievement	6	5.2%	25	21.6%	21	18.1%	23	19.8%	22	19.0%	19	16.4%	116
answered question												118	
skipped question												1	

## West Campus

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	7	6.0%	20	17.1%	25	21.4%	17	14.5%	26	22.2%	22	18.8%	117
Plans strategically	6	5.1%	23	19.7%	33	28.2%	15	12.8%	16	13.7%	24	20.5%	117
Acts to improve the resource levels available to area	6	5.1%	22	18.8%	26	22.2%	18	15.4%	19	16.2%	26	22.2%	117
Demonstrates awareness of good practices in work area	6	5.2%	19	16.4%	28	24.1%	23	19.8%	16	13.8%	24	20.7%	116
Maintains qualified staff at efficient levels	6	5.1%	18	15.4%	27	23.1%	23	19.7%	16	13.7%	27	23.1%	117
Responds to crisis as opportunities to improve professionally &/or within area	10	8.5%	20	17.1%	19	16.2%	24	20.5%	23	19.7%	21	17.9%	117
answered question													117
skipped question													2

Appendix C  
Tables by Job Classification

## Chancellor's Cabinet Leadership Evaluation Administrator Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	1	3.0%	15	45.5%	10	30.3%	2	6.1%	1	3.0%	4	12.1%	33
Communicates clearly & with civility	4	12.1%	12	36.4%	9	27.3%	2	6.1%	1	3.0%	5	15.2%	33
Explains inconsistencies	1	3.0%	3	9.1%	9	27.3%	12	36.4%	4	12.1%	4	12.1%	33
Shares information early & often	3	9.4%	7	21.9%	7	21.9%	6	18.8%	4	12.5%	5	15.6%	32
Asks for & listens to input	3	9.1%	9	27.3%	6	18.2%	8	24.2%	3	9.1%	4	12.1%	33
Communicates performance expectations	1	3.0%	10	30.3%	8	24.2%	5	15.2%	3	9.1%	6	18.2%	33
Promotes employee development of communication skills (e.g. conflict resolution)	0	0.0%	6	18.2%	11	33.3%	5	15.2%	5	15.2%	6	18.2%	33
answered question												33	
skipped question												1	

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	1	3.0%	11	33.3%	5	15.2%	10	30.3%	3	9.1%	3	9.1%	33
Applies current policies & procedures in accordance with Policy Manuals	2	6.1%	13	39.4%	5	15.2%	7	21.2%	2	6.1%	4	12.1%	33
Avoids favoritism & its appearance	0	0.0%	10	30.3%	8	24.2%	6	18.2%	4	12.1%	5	15.2%	33
Tries new processes & communicates them	1	3.0%	7	21.2%	6	18.2%	10	30.3%	4	12.1%	5	15.2%	33
Helps others follow policies & procedures	2	6.1%	10	30.3%	9	27.3%	4	12.1%	3	9.1%	5	15.2%	33
Holds others accountable without blame	0	0.0%	6	18.2%	13	39.4%	5	15.2%	3	9.1%	6	18.2%	33
Empowers people to offer new ideas	0	0.0%	9	27.3%	11	33.3%	6	18.2%	3	9.1%	4	12.1%	33
answered question												33	
skipped question												1	

## Administrator

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:

Administrator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	1	3.0%	6	18.2%	9	27.3%	8	24.2%	5	15.2%	4	12.1%	33
Communicates the reasons behind decisions	1	3.0%	7	21.2%	8	24.2%	10	30.3%	3	9.1%	4	12.1%	33
Involves those who will be affected by decisions in making the decisions	1	3.0%	4	12.1%	6	18.2%	12	36.4%	6	18.2%	4	12.1%	33
Uses data in decision-making	0	0.0%	11	33.3%	8	24.2%	7	21.2%	2	6.1%	5	15.2%	33
Makes & reviews decisions using student success as top criterion	1	3.0%	6	18.2%	12	36.4%	7	21.2%	2	6.1%	5	15.2%	33
Takes responsibility for decisions	0	0.0%	10	30.3%	10	30.3%	3	9.1%	6	18.2%	4	12.1%	33
answered question													33
skipped question													1

## Accountability

Please rate your level of agreement that the Chancellor's Cabinet: To view the College's mission, vision, values & goals, click here.

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	0	0.0%	12	36.4%	11	33.3%	4	12.1%	3	9.1%	3	9.1%	33
Uses formal evaluation process	1	3.0%	8	24.2%	8	24.2%	9	27.3%	1	3.0%	6	18.2%	33
Admits errors & works to fix them	0	0.0%	6	18.8%	8	25.0%	11	34.4%	2	6.3%	5	15.6%	32
Honors commitments	1	3.0%	13	39.4%	8	24.2%	4	12.1%	0	0.0%	7	21.2%	33
Follows & promotes the College's vision, mission, values & goals	2	6.1%	11	33.3%	11	33.3%	1	3.0%	1	3.0%	7	21.2%	33
Promotes & evaluates employee development & learning	2	6.1%	9	27.3%	8	24.2%	5	15.2%	2	6.1%	7	21.2%	33
Consistently & impartially acknowledges employee achievement	1	3.0%	10	30.3%	7	21.2%	6	18.2%	3	9.1%	6	18.2%	33
answered question													33
skipped question													1

## Administrator

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	1	3.0%	9	27.3%	10	30.3%	7	21.2%	1	3.0%	5	15.2%	33
Plans strategically	0	0.0%	8	24.2%	5	15.2%	9	27.3%	5	15.2%	6	18.2%	33
Acts to improve the resource levels available to area	2	6.1%	11	33.3%	5	15.2%	8	24.2%	2	6.1%	5	15.2%	33
Demonstrates awareness of good practices in work area	1	3.0%	11	33.3%	10	30.3%	4	12.1%	1	3.0%	6	18.2%	33
Maintains qualified staff at efficient levels	0	0.0%	12	36.4%	7	21.2%	9	27.3%	1	3.0%	4	12.1%	33
Responds to crisis as opportunities to improve professionally &/or within area	1	3.0%	12	36.4%	6	18.2%	8	24.2%	2	6.1%	4	12.1%	33
answered question													33
skipped question													1



## Chancellor's Cabinet Leadership Evaluation Faculty, Adjunct Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	3	12.0%	5	20.0%	6	24.0%	4	16.0%	0	0.0%	7	28.0%	25
Communicates clearly & with civility	3	12.0%	7	28.0%	5	20.0%	3	12.0%	1	4.0%	6	24.0%	25
Explains inconsistencies	3	11.5%	4	15.4%	5	19.2%	7	26.9%	2	7.7%	5	19.2%	26
Shares information early & often	3	11.5%	6	23.1%	4	15.4%	9	34.6%	1	3.8%	3	11.5%	26
Asks for & listens to input	4	15.4%	3	11.5%	7	26.9%	5	19.2%	3	11.5%	4	15.4%	26
Communicates performance expectations	2	7.7%	4	15.4%	5	19.2%	6	23.1%	2	7.7%	7	26.9%	26
Promotes employee development of communication skills (e.g. conflict resolution)	2	7.7%	4	15.4%	7	26.9%	3	11.5%	3	11.5%	7	26.9%	26
answered question												26	
skipped question												0	

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Faculty, Adjunct	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	3	11.5%	6	23.1%	4	15.4%	6	23.1%	0	0.0%	7	26.9%	26
Applies current policies & procedures in accordance with Policy Manuals	3	11.5%	5	19.2%	8	30.8%	3	11.5%	0	0.0%	7	26.9%	26
Avoids favoritism & its appearance	3	11.5%	5	19.2%	3	11.5%	9	34.6%	2	7.7%	4	15.4%	26
Tries new processes & communicates them	2	7.7%	5	19.2%	8	30.8%	3	11.5%	1	3.8%	7	26.9%	26
Helps others follow policies & procedures	3	11.5%	3	11.5%	6	23.1%	7	26.9%	1	3.8%	6	23.1%	26
Holds others accountable without blame	2	7.7%	2	7.7%	5	19.2%	9	34.6%	2	7.7%	6	23.1%	26
Empowers people to offer new ideas	3	11.5%	5	19.2%	4	15.4%	5	19.2%	5	19.2%	4	15.4%	26
answered question												26	
skipped question												0	

## Faculty, Adjunct

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	3	12.0%	5	20.0%	5	20.0%	8	32.0%	1	4.0%	3	12.0%	25
Communicates the reasons behind decisions	3	12.0%	5	20.0%	5	20.0%	7	28.0%	2	8.0%	3	12.0%	25
Involves those who will be affected by decisions in making the decisions	3	12.0%	4	16.0%	4	16.0%	7	28.0%	3	12.0%	4	16.0%	25
Uses data in decision-making	2	8.0%	4	16.0%	7	28.0%	1	4.0%	1	4.0%	10	40.0%	25
Makes & reviews decisions using student success as top criterion	2	8.0%	4	16.0%	5	20.0%	6	24.0%	0	0.0%	8	32.0%	25
Takes responsibility for decisions	2	8.0%	5	20.0%	6	24.0%	5	20.0%	3	12.0%	4	16.0%	25
answered question												25	
skipped question												1	

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: <a href="#">To view the College's mission, vision, values &amp; goals, click here.</a>													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	3	11.5%	4	15.4%	5	19.2%	4	15.4%	2	7.7%	8	30.8%	26
Uses formal evaluation process	3	11.5%	5	19.2%	5	19.2%	2	7.7%	2	7.7%	9	34.6%	26
Admits errors & works to fix them	3	11.5%	2	7.7%	6	23.1%	7	26.9%	3	11.5%	5	19.2%	26
Honors commitments	3	11.5%	6	23.1%	3	11.5%	6	23.1%	2	7.7%	6	23.1%	26
Follows & promotes the College's vision, mission, values & goals	3	11.5%	6	23.1%	4	15.4%	6	23.1%	2	7.7%	5	19.2%	26
Promotes & evaluates employee development & learning	3	11.5%	5	19.2%	5	19.2%	6	23.1%	1	3.8%	6	23.1%	26
Consistently & impartially acknowledges employee achievement	3	11.5%	4	15.4%	7	26.9%	6	23.1%	1	3.8%	5	19.2%	26
answered question												26	
skipped question												0	

## Faculty, Adjunct

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	3	11.5%	5	19.2%	5	19.2%	6	23.1%	2	7.7%	5	19.2%	26
Plans strategically	3	11.5%	5	19.2%	4	15.4%	4	15.4%	2	7.7%	8	30.8%	26
Acts to improve the resource levels available to area	3	11.5%	7	26.9%	4	15.4%	3	11.5%	2	7.7%	7	26.9%	26
Demonstrates awareness of good practices in work area	4	15.4%	5	19.2%	4	15.4%	3	11.5%	2	7.7%	8	30.8%	26
Maintains qualified staff at efficient levels	4	15.4%	3	11.5%	4	15.4%	6	23.1%	2	7.7%	7	26.9%	26
Responds to crisis as opportunities to improve professionally &/or within area	3	11.5%	3	11.5%	6	23.1%	3	11.5%	3	11.5%	8	30.8%	26
answered question												26	
skipped question												0	

## Chancellor's Cabinet Leadership Evaluation Faculty, Full-time Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	9	6.0%	29	19.5%	35	23.5%	21	14.1%	13	8.7%	42	28.2%	149
Communicates clearly & with civility	12	8.1%	43	28.9%	27	18.1%	22	14.8%	16	10.7%	29	19.5%	149
Explains inconsistencies	8	5.4%	24	16.3%	25	17.0%	27	18.4%	27	18.4%	36	24.5%	147
Shares information early & often	14	9.3%	25	16.7%	26	17.3%	31	20.7%	26	17.3%	28	18.7%	150
Asks for & listens to input	9	6.1%	24	16.2%	25	16.9%	35	23.6%	26	17.6%	29	19.6%	148
Communicates performance expectations	9	6.0%	33	22.0%	24	16.0%	29	19.3%	20	13.3%	35	23.3%	150
Promotes employee development of communication skills (e.g. conflict resolution)	9	6.0%	25	16.8%	26	17.4%	28	18.8%	24	16.1%	37	24.8%	149
answered question												150	
skipped question												2	

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	11	7.4%	24	16.2%	26	17.6%	25	16.9%	27	18.2%	35	23.6%	148
Applies current policies & procedures in accordance with Policy Manuals	14	9.5%	20	13.5%	24	16.2%	31	20.9%	19	12.8%	40	27.0%	148
Avoids favoritism & its appearance	10	6.7%	18	12.1%	26	17.4%	23	15.4%	38	25.5%	34	22.8%	149
Tries new processes & communicates them	10	6.8%	29	19.7%	26	17.7%	30	20.4%	21	14.3%	31	21.1%	147
Helps others follow policies & procedures	13	8.8%	27	18.2%	28	18.9%	22	14.9%	24	16.2%	34	23.0%	148
Holds others accountable without blame	8	5.4%	13	8.8%	24	16.2%	28	18.9%	31	20.9%	44	29.7%	148
Empowers people to offer new ideas	12	8.1%	19	12.8%	23	15.4%	24	16.1%	38	25.5%	33	22.1%	149
answered question												149	
skipped question												3	

## Faculty, Full-time

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	10	6.8%	16	11.0%	27	18.5%	36	24.7%	26	17.8%	31	21.2%	146
Communicates the reasons behind decisions	11	7.5%	20	13.7%	20	13.7%	35	24.0%	33	22.6%	27	18.5%	146
Involves those who will be affected by decisions in making the decisions	11	7.5%	14	9.5%	23	15.6%	28	19.0%	36	24.5%	35	23.8%	147
Uses data in decision-making	12	8.2%	21	14.4%	32	21.9%	19	13.0%	19	13.0%	43	29.5%	146
Makes & reviews decisions using student success as top criterion	11	7.5%	14	9.5%	27	18.4%	30	20.4%	22	15.0%	43	29.3%	147
Takes responsibility for decisions	13	8.9%	16	11.0%	27	18.5%	24	16.4%	30	20.5%	36	24.7%	146
answered question													147
skipped question													5

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: To view the College's mission, vision, values & goals, click here.													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	10	6.8%	28	19.0%	27	18.4%	20	13.6%	25	17.0%	37	25.2%	147
Uses formal evaluation process	9	6.2%	36	24.7%	24	16.4%	19	13.0%	17	11.6%	41	28.1%	146
Admits errors & works to fix them	10	6.8%	19	12.9%	23	15.6%	23	15.6%	36	24.5%	36	24.5%	147
Honors commitments	10	6.8%	24	16.4%	27	18.5%	25	17.1%	22	15.1%	38	26.0%	146
Follows & promotes the College's vision, mission, values & goals	15	10.3%	27	18.5%	36	24.7%	16	11.0%	21	14.4%	31	21.2%	146
Promotes & evaluates employee development & learning	15	10.3%	34	23.4%	29	20.0%	16	11.0%	18	12.4%	33	22.8%	145
Consistently & impartially acknowledges employee achievement	11	7.6%	25	17.4%	30	20.8%	19	13.2%	27	18.8%	32	22.2%	144
answered question													147
skipped question													5

## Faculty, Full-time

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	11	7.5%	21	14.4%	17	11.6%	29	19.9%	36	24.7%	32	21.9%	146
Plans strategically	12	8.2%	24	16.4%	30	20.5%	24	16.4%	19	13.0%	37	25.3%	146
Acts to improve the resource levels available to area	7	4.8%	29	19.7%	29	19.7%	20	13.6%	22	15.0%	40	27.2%	147
Demonstrates awareness of good practices in work area	9	6.2%	19	13.1%	32	22.1%	27	18.6%	22	15.2%	36	24.8%	145
Maintains qualified staff at efficient levels	10	6.8%	26	17.8%	24	16.4%	25	17.1%	26	17.8%	35	24.0%	146
Responds to crisis as opportunities to improve professionally &/or within area	11	7.5%	24	16.3%	27	18.4%	26	17.7%	30	20.4%	29	19.7%	147
answered question													147
skipped question													5

## Chancellor's Cabinet Leadership Evaluation Staff, Exempt Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	11	5.0%	65	29.7%	59	26.9%	35	16.0%	12	5.5%	37	16.9%	219
Communicates clearly & with civility	16	7.3%	70	32.1%	54	24.8%	40	18.3%	10	4.6%	28	12.8%	218
Explains inconsistencies	8	3.7%	25	11.5%	58	26.7%	59	27.2%	30	13.8%	37	17.1%	217
Shares information early & often	13	6.0%	34	15.7%	51	23.6%	64	29.6%	32	14.8%	22	10.2%	216
Asks for & listens to input	12	5.5%	32	14.7%	45	20.6%	69	31.7%	33	15.1%	27	12.4%	218
Communicates performance expectations	8	3.7%	43	19.7%	54	24.8%	59	27.1%	18	8.3%	36	16.5%	218
Promotes employee development of communication skills (e.g. conflict resolution)	9	4.1%	37	17.0%	58	26.6%	61	28.0%	21	9.6%	32	14.7%	218
answered question													219
skipped question													2

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	9	4.1%	38	17.4%	41	18.8%	68	31.2%	34	15.6%	28	12.8%	218
Applies current policies & procedures in accordance with Policy Manuals	10	4.6%	41	18.7%	60	27.4%	62	28.3%	15	6.8%	31	14.2%	219
Avoids favoritism & its appearance	12	5.5%	35	16.0%	41	18.7%	50	22.8%	49	22.4%	32	14.6%	219
Tries new processes & communicates them	8	3.7%	43	19.6%	56	25.6%	53	24.2%	25	11.4%	34	15.5%	219
Helps others follow policies & procedures	11	5.1%	43	20.1%	60	28.0%	43	20.1%	21	9.8%	36	16.8%	214
Holds others accountable without blame	8	3.7%	20	9.1%	51	23.3%	67	30.6%	34	15.5%	39	17.8%	219
Empowers people to offer new ideas	11	5.0%	28	12.8%	55	25.1%	56	25.6%	40	18.3%	29	13.2%	219
answered question													219
skipped question													2

## Staff, Exempt

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	9	4.1%	24	11.0%	52	23.7%	74	33.8%	28	12.8%	32	14.6%	219
Communicates the reasons behind decisions	9	4.1%	27	12.3%	57	26.0%	69	31.5%	31	14.2%	26	11.9%	219
Involves those who will be affected by decisions in making the decisions	6	2.7%	20	9.1%	42	19.2%	68	31.1%	51	23.3%	32	14.6%	219
Uses data in decision-making	10	4.6%	42	19.2%	72	32.9%	38	17.4%	16	7.3%	41	18.7%	219
Makes & reviews decisions using student success as top criterion	8	3.7%	29	13.2%	63	28.8%	42	19.2%	20	9.1%	57	26.0%	219
Takes responsibility for decisions	10	4.6%	36	16.4%	57	26.0%	55	25.1%	29	13.2%	32	14.6%	219
answered question													219
skipped question													2

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: <a href="#">To view the College's mission, vision, values &amp; goals, click here.</a>													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	10	4.6%	47	21.6%	56	25.7%	51	23.4%	17	7.8%	37	17.0%	218
Uses formal evaluation process	12	5.5%	47	21.5%	50	22.8%	43	19.6%	18	8.2%	49	22.4%	219
Admits errors & works to fix them	9	4.1%	26	11.9%	57	26.0%	63	28.8%	29	13.2%	35	16.0%	219
Honors commitments	11	5.0%	44	20.0%	65	29.5%	47	21.4%	12	5.5%	41	18.6%	220
Follows & promotes the College's vision, mission, values & goals	14	6.4%	60	27.4%	68	31.1%	32	14.6%	13	5.9%	32	14.6%	219
Promotes & evaluates employee development & learning	15	6.8%	51	23.2%	59	26.8%	44	20.0%	22	10.0%	29	13.2%	220
Consistently & impartially acknowledges employee achievement	10	4.5%	47	21.4%	48	21.8%	58	26.4%	26	11.8%	31	14.1%	220
answered question													220
skipped question													1



## Staff, Exempt

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	9	4.1%	45	20.5%	52	23.7%	49	22.4%	34	15.5%	30	13.7%	219
Plans strategically	11	5.0%	40	18.3%	60	27.4%	35	16.0%	34	15.5%	39	17.8%	219
Acts to improve the resource levels available to area	10	4.6%	52	23.9%	50	22.9%	42	19.3%	28	12.8%	36	16.5%	218
Demonstrates awareness of good practices in work area	10	4.6%	35	16.0%	64	29.2%	50	22.8%	29	13.2%	31	14.2%	219
Maintains qualified staff at efficient levels	7	3.2%	35	16.0%	64	29.2%	56	25.6%	29	13.2%	28	12.8%	219
Responds to crisis as opportunities to improve professionally &/or within area	9	4.1%	40	18.3%	57	26.1%	52	23.9%	21	9.6%	39	17.9%	218
answered question												219	
skipped question												2	

## Chancellor's Cabinet Leadership Evaluation Staff, Non-exempt Tables

### Open & Honest Communication

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Tells the truth	10	4.7%	41	19.1%	63	29.3%	25	11.6%	19	8.8%	57	26.5%	215
Communicates clearly & with civility	16	7.5%	58	27.4%	48	22.6%	30	14.2%	16	7.5%	44	20.8%	212
Explains inconsistencies	7	3.3%	26	12.3%	59	27.8%	51	24.1%	18	8.5%	51	24.1%	212
Shares information early & often	12	5.6%	40	18.7%	45	21.0%	45	21.0%	29	13.6%	43	20.1%	214
Asks for & listens to input	11	5.2%	30	14.1%	55	25.8%	40	18.8%	31	14.6%	46	21.6%	213
Communicates performance expectations	12	5.6%	38	17.7%	57	26.5%	33	15.3%	24	11.2%	51	23.7%	215
Promotes employee development of communication skills (e.g. conflict resolution)	10	4.7%	32	15.0%	51	23.9%	40	18.8%	30	14.1%	50	23.5%	213
answered question												215	
skipped question												3	

### Fair, Reasonable and Consistent Policies, Procedures, Practices & Processes

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Applies current policies & procedures consistently	5	2.3%	39	18.1%	50	23.3%	42	19.5%	26	12.1%	53	24.7%	215
Applies current policies & procedures in accordance with Policy Manuals	6	2.8%	42	19.4%	53	24.5%	35	16.2%	23	10.6%	57	26.4%	216
Avoids favoritism & its appearance	8	3.7%	27	12.5%	47	21.8%	39	18.1%	38	17.6%	57	26.4%	216
Tries new processes & communicates them	8	3.7%	36	16.8%	55	25.7%	40	18.7%	24	11.2%	51	23.8%	214
Helps others follow policies & procedures	7	3.2%	31	14.4%	62	28.7%	38	17.6%	23	10.6%	55	25.5%	216
Holds others accountable without blame	4	1.9%	21	9.8%	55	25.7%	40	18.7%	34	15.9%	60	28.0%	214
Empowers people to offer new ideas	12	5.6%	23	10.6%	51	23.6%	40	18.5%	38	17.6%	52	24.1%	216
answered question												216	
skipped question												2	

## Staff, Non-exempt

### Informed Decision-Making and Planning

Please rate your level of agreement that the Chancellor's Cabinet:													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Communicates the decision process early	6	2.8%	38	17.8%	46	21.5%	53	24.8%	22	10.3%	49	22.9%	214
Communicates the reasons behind decisions	7	3.3%	29	13.6%	49	22.9%	45	21.0%	35	16.4%	49	22.9%	214
Involves those who will be affected by decisions in making the decisions	7	3.3%	26	12.1%	42	19.6%	40	18.7%	43	20.1%	56	26.2%	214
Uses data in decision-making	6	2.8%	36	16.9%	65	30.5%	18	8.5%	13	6.1%	75	35.2%	213
Makes & reviews decisions using student success as top criterion	7	3.3%	28	13.1%	63	29.4%	27	12.6%	15	7.0%	74	34.6%	214
Takes responsibility for decisions	8	3.8%	28	13.2%	51	24.1%	32	15.1%	30	14.2%	63	29.7%	212
answered question													214
skipped question													4

### Accountability

Please rate your level of agreement that the Chancellor's Cabinet: <a href="#">To view the College's mission, vision, values &amp; goals, click here.</a>													
Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Takes responsibility for their own & employees' work	9	4.2%	41	19.2%	52	24.4%	37	17.4%	18	8.5%	56	26.3%	213
Uses formal evaluation process	8	3.7%	49	22.9%	50	23.4%	27	12.6%	18	8.4%	62	29.0%	214
Admits errors & works to fix them	7	3.3%	29	13.6%	48	22.5%	47	22.1%	23	10.8%	59	27.7%	213
Honors commitments	12	5.7%	38	18.0%	60	28.4%	27	12.8%	18	8.5%	56	26.5%	211
Follows & promotes the College's vision, mission, values & goals	12	5.7%	51	24.2%	56	26.5%	26	12.3%	15	7.1%	51	24.2%	211
Promotes & evaluates employee development & learning	11	5.2%	41	19.2%	50	23.5%	36	16.9%	23	10.8%	52	24.4%	213
Consistently & impartially acknowledges employee achievement	8	3.8%	34	16.0%	43	20.2%	47	22.1%	29	13.6%	52	24.4%	213
answered question													214
skipped question													4

## Staff, Non-exempt

### Leadership and Management

Please rate your level of agreement that the Chancellor's Cabinet:

Answer Options	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Cannot Evaluate		Response Count
	N	%	N	%	N	%	N	%	N	%	N	%	N
Builds & maintains trust within area of responsibility	8	3.7%	27	12.6%	58	27.0%	44	20.5%	27	12.6%	51	23.7%	215
Plans strategically	11	5.1%	34	15.8%	69	32.1%	25	11.6%	19	8.8%	57	26.5%	215
Acts to improve the resource levels available to area	8	3.7%	34	15.9%	62	29.0%	33	15.4%	23	10.7%	54	25.2%	214
Demonstrates awareness of good practices in work area	8	3.7%	27	12.6%	68	31.6%	35	16.3%	25	11.6%	52	24.2%	215
Maintains qualified staff at efficient levels	7	3.3%	29	13.6%	55	25.7%	32	15.0%	37	17.3%	54	25.2%	214
Responds to crisis as opportunities to improve professionally &/or within area	10	4.7%	32	15.1%	57	26.9%	37	17.5%	25	11.8%	51	24.1%	212
answered question												215	
skipped question												3	