KCCD

KERN COMMUNITY COLLEGE DISTRICT

The Elements of Decision Making

(Decision Making Flow Chart revised 2/16 by Consultation Council)

TABLE OF CONTENTS

SECTION	PAGE
Introduction	1
The Elements of Decision Making Executive Summary	1
Process of Decision Making	3
Functional Mapping for Decision Making Chart	8
Chancellor	9
Chief Financial Officer	13
Vice Chancellor, Educational Services	17
Vice Chancellor, Human Resources	23
Vice Chancellor, Operations Management	26
Definitions	31
Bakersfield College Decision Making Process	32
Cerro Coso Community College Decision Making Process	34
Porterville College Decision Making Process	36

APPENDIX

KCCD District Committees	38

INTRODUCTION

KERN COMMUNITY COLLEGE DISTRICT

Kern Community College District (KCCD) comprises three community colleges—Bakersfield College, Porterville College, and Cerro Coso Community College in Ridgecrest, California. Satellite centers in Delano, Arvin, Lake Isabella and the area near Bishop and Mammoth augment our instruction to our communities covering more than 24,000 square miles, making KCCD the largest geographic community college district in the nation. KCCD serves communities in parts of five counties including Kern, Tulare, Mono, Inyo, and San Bernardino. The mission of the Kern Community College District is to provide outstanding educational programs and services that are responsive to our diverse students and communities.

THE ELEMENTS OF DECISION MAKING EXECUTIVE SUMMARY

On a daily basis the major divisions of the District Office make many internal decisions. Some of these decisions may be in the form of a recommendation to the Chancellor for changes in District policies and/or procedures which would affect the Colleges and the District. The process for making this level of decision is described in detail in the document titled, “Process of Decision Making”.

Decisions affecting internal operations must be properly vetted to ensure an effective result. To bring about this desired outcome, decision makers incorporate the participation of appropriate employees into the decision- making process. This may include employees from district departments whose work product may be affected by the decision, as well as college personnel. Information sharing and collaboration result in solid, cogent decision making.

Throughout the process of reaching decisions there is a commitment to participatory governance, i.e., involving the stakeholders as well as those who are charged with implementation of the decision at the many levels involved. Small ad hoc groups frequently meet to get some matter settled; standing committees also meet at the call of the chair to settle matters that touch many users at many levels; and through all of this the District Office follows the dictum that the Colleges must be involved in the decision making process when the decision is going to impact the Colleges.

As part of being a district-wide system, it is expected, whether operations are centralized or decentralized, that policies, procedures, laws, and regulations will be consistently applied and followed by all employees of the district.

In order to assure that the information contained in this document and the structures described remain effective and accurate, this document will be reviewed every three years by the Chancellor’s Cabinet and District Consultation Council, starting in the spring of 2014.

In the following pages the elements of decision making in the Kern Community College District are outlined.

The following documents describe the elements of decision making:

- The Process of Decision Making
- Functional Mapping for Decision Making Chart
- The “Major Responsibilities” of the chief administrative officers of the District
- Organizational Charts for each of the administrative offices of the District
- District-wide functional mapping matrix for the administrative offices of the District focusing on the issue of Centralization/Decentralization

PROCESS OF DECISION MAKING

Introduction

The Chancellor, through delegated authority of the Board of Trustees, has numerous committees, councils, and other groups who provide advice, recommendations, and/or formal proposals related to Policies and Procedures, and other decisions necessary to the operation of the District. This participatory governance structure provides the Chancellor with advice and recommendations, but it is the Chancellor who has the responsibility for deciding on the route a proposal will take, and for its final disposition. A description of this existing governance procedure follows:

Development of Board Policy and Procedures

a. Existing Policies and Procedures appear in the Board Policy and Procedures Manual with dates of adoption of Policies by the Board of Trustees, and approval of Procedures by the Chancellor. These Policies and Procedures, in large measure, govern the operation of the Kern Community College District. The Chancellor's role and responsibilities provide for wide participation in decision making. The Chancellor's Office makes many decisions on a daily basis within the framework of decision making described in this document, and in the accompanying Functional Mapping for Decision Making Chart.

b. Policies pertain to broad directions for the administration of the District as specified by the California Education Code, Title 5 Regulations, and other state and federal agencies. Policies are adopted by the Board of Trustees after consideration and recommendations by appropriate participatory governance groups cited in this document.

c. Procedures pertain to the details of the administration of policies adopted by the Board of Trustees, or of Title 5 Regulations adopted by the Board of Governors of the California Community Colleges. Procedures are approved by the Chancellor of the District after consideration and recommendations by appropriate participatory governance groups cited in this document.

d. Amendments to board policies and procedures, or the creation of new policies or procedures, may be originated by the Chancellor's Administrative Council, District-wide Committees, and Councils of the Colleges, Academic Senates, Associated Student Organizations, and other recognized groups, as well as administrators working under the direction of the Chancellor.

e. Amendments to board policies and procedures, or the creation of new policies and procedures, originated by any of the groups or individuals noted above are referred first to the Chancellor of the District. The Chancellor may direct them for further study to existing committees of the District or the Colleges, or the Chancellor may refer these proposed amendments to the Chancellor's Cabinet for consideration and action by that group.

GROUP ROLES IN DECISION MAKING

Role of Chancellor's Administrative Council in Decision Making

i. The Chancellor's Administrative Council is chaired by the Chancellor, and includes: General Counsel, CFO, CIO, and the Vice Chancellors of Human Resources and Educational Services, all of whom report directly to the Chancellor.

ii. This Council meets regularly upon the call of the Chancellor to consider the implementation of policies and procedures, the prioritization of tasks, and problems that relate to the assignments of the Vice Chancellors. The Chancellor sets the agenda for this Council, which can be far-ranging in considering issues that relate to the administration of the District, both internal and external, and which frequently lead to decisions regarding internal issues.

iii. Issues brought to this Council by the Chancellor may be settled there, or referred to the Chancellor's Cabinet or District-wide Committees *(see subsection c, following page)* for further consideration, referral, or action. With respect to important issues facing the District, the Council provides a forum for an initial examination of these matters.

Role of Chancellor's Cabinet in Decision Making

i. The Chancellor's Cabinet is the clearing house for the consideration of all proposals for creation of or amendments to Board Policies and Procedures as well as considering other issues that may require decisions. This body has a broader representation than the Chancellor's Administrative Council including the College Presidents, CFO, CIO, the Vice Chancellors, Associate Vice Chancellors, and the college Vice Presidents. The Cabinet, after due research and consideration makes its recommendations to the Chancellor.

ii. The Chancellor may refer the proposed changes in policy or procedures recommended by the Cabinet to the District Consultation Council for further consideration, and for recommendations from that body. The Chancellor, in the consideration of proposals takes into account whether the subject under consideration is governed by a union agreement by "reliance primarily on the advice and judgment of the Academic Senate", or by the "obligation to reach mutual agreement" with the Academic Senate. The Board of Trustees may decide which of these two options will be used in the decision making process according to its own discretion, or as is cited in existing Board Policy.

iii. With respect to Board Policies, following District Consultation Council considerations and recommendations, the Chancellor may recommend the proposed changes to the Board of Trustees for adoption. Once adopted, these Policies are incorporated into the Board Policies and Procedures Manual.

iv. With respect to Procedures, it is the Chancellor's responsibility to seek the advice and recommendations of the Chancellor's Cabinet and District Consultation Council, if deemed appropriate, and to give final approval to these procedures prior to incorporation into the Board Policies and Procedures Manual.

Role of the District Consultation Council in Decision Making

i. The District Consultation Council is a collegial consultative body designed to serve the good of the District. The group strives to facilitate timely, factual, and clear communication between constituents and the Chancellor as a means to help make informed District-wide decisions.

ii. The members of the Council includes the Chancellor, the Vice Chancellors, College Presidents, Academic Senate Presidents, CCA President, CSEA Presidents, Management Association representative, and student representatives from each campus.

iii. The members of the Council are the primary and most visible representative of their constituent groups. They strive to set the standard for civility, candor, and accuracy in collegial discussion, within Council meetings and in their interactions with others in the college communities. Members are conduits of information to and from their respective groups. They should strive to understand and accept diverse points of view while attempting to reach a consensus to best serve the District as a whole.

Role of Academic Senates in Decision Making

i. The role of Academic Senates in the District's decision making process is governed by Title 5, Sections 53200-53204. These Sections relate to requiring the Board of Trustees through the Chancellor, to consult "collegially" with Academic Senates in the development of Board Policies and Procedures that relate to academic and professional matters. With respect to this requirement, the Board of Trustees may use either or both of the following methods at its own discretion:

a. Relying primarily upon the advice and judgment of the academic senate; or

b. To reach mutual agreement with the Senate by written resolution, regulation, or policy of the Board of Trustees effectuating such recommendations.

ii. The Academic Senate Presidents serve on the District Consultation Council.

iii. Title 5, Section 53200 provides the definitions that are required in implementing the relationship between academic senates and the Board of Trustees.

iv. It is through the Consultation Council that the academic senates and the administration "consult collegially" in the development of recommendations related to policies and procedures. This consultation provides time for Senates on the campuses to review the matter under consideration before a final recommendation is made to the Chancellor for Board of Trustees decision.

Role of District-wide Committees in Decision Making

i. There are currently three (3) District-wide Committees that the Chancellor depends on for advice and recommendations in the governance process in addition to nine (9) standing managerial groups. Some committees, sub-committees and taskforce are created on an as need basis to address specific needs of the District and colleges. The history, purposes, composition, and frequency of meetings of these three committees are a matter of record in the Chancellor's Office and Human Resources. The Chancellor designates the Chair of these Committees. Membership on the Committees is described under composition, and in all instances includes representations from the Colleges and the District.

ii. With respect to decisions having District-wide application, the District-wide Committees channel their suggestions and/or recommendations to the Chancellor for consideration and disposition.

iii. There are four (4) Board of Trustees committees that lead to the end of the decision making cycle to evaluate: accreditation, finance and auditing, legislation, and the Board itself and the Chancellor.

Role of Collective Bargaining Agreement in Decision Making

i. Collective Bargaining agreements concluded through negotiations with the respective recognized employee groups are governed by statutes and memoranda of agreement. These agreements, once concluded, are taken to the Board of Trustees for approval. These agreements must be within the scope of collective bargaining as determined by State statutes, and once adopted by the Board of Trustees are binding as they relate to conditions of work.

Summary

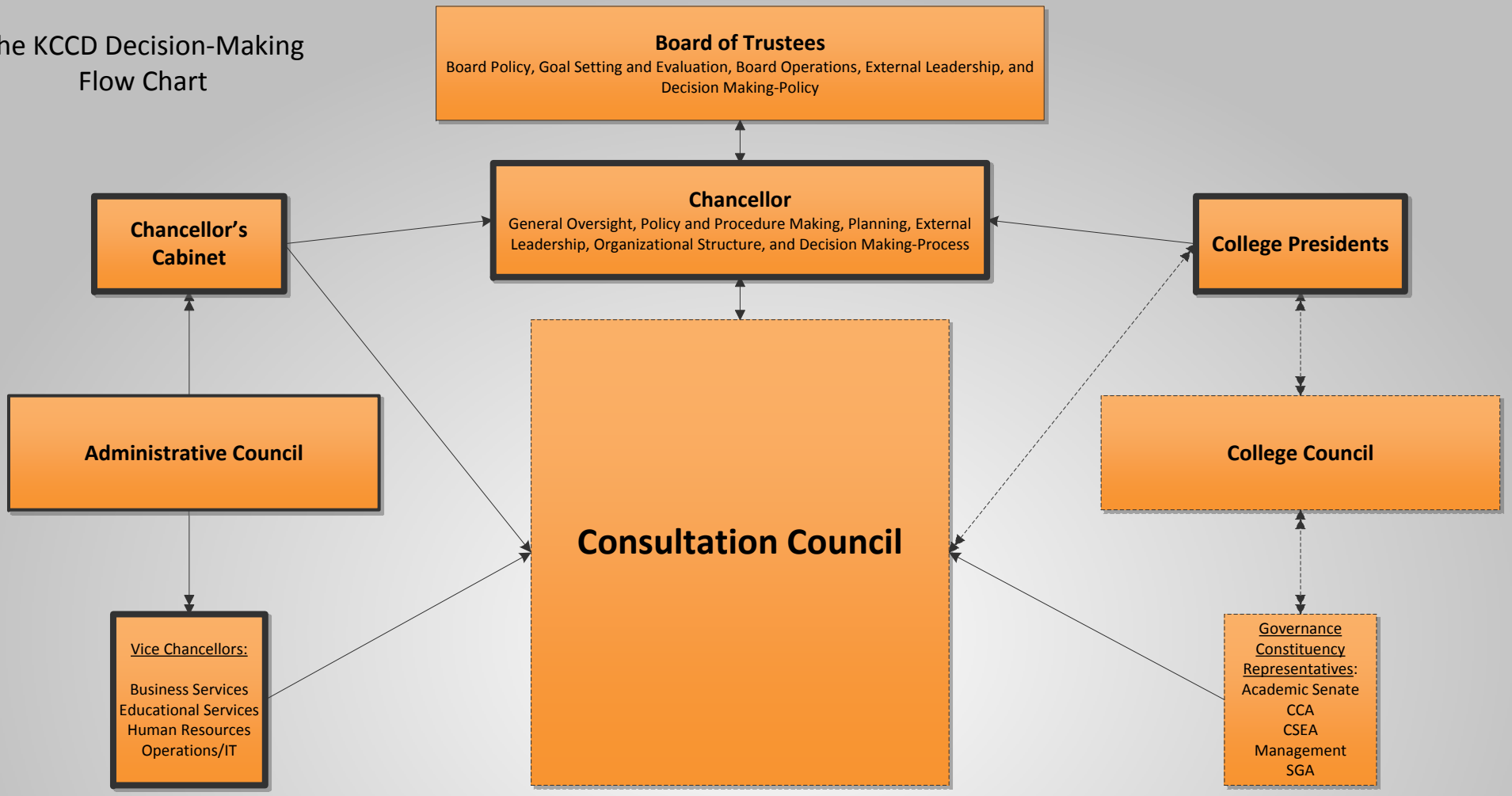
a. The participatory governance commitment is reflected in the decision making process described above.

f. The Chancellor of the Kern Community College District participates actively in the decision making process described above, and in doing so is fully conversant with the recommendations that are forwarded to the Chancellor level for decisions to be made in a timely manner.

g. There is wide participation District-wide in the collegial consultation process and the process provides adequate time for referral to participating groups and for their study and recommendations.

h. Adequate documentation at the various levels provides a paper/electronic trail of recommendations that move to the Chancellor level, and with respect to policy to the Board of Trustees for approval.

The KCCD Decision-Making Flow Chart



LEGEND

Solid Line w/ Arrow: Administration Line of Authority

Dashed Line w/ Arrow: Governance or Operational Recommending/Advising Line

ADMINISTRATION ADVISORY COUNCIL

ADMINISTRATIVE DECISION-MAKING

GOVERNANCE RECOMMENDING COMMITTEE

This Decision Making Chart portrays KCCD's administration decision-making lines of authority and the governance entities and routes that recommend/advise KCCD decision-making. The primary KCCD Participatory Governance entity is Consultation Council. All other KCCD Committees advise Chancellor's Cabinet or KCCD administration on policies, procedures, and operational affairs.

FINAL 2/23/16

Chancellor

District Office

Kern Community College District

Major Responsibilities

The Chancellor is the Chief Executive Officer of the District. All functions of the District are directed by the Chancellor in keeping with policies established by the Board of Trustees. The Chancellor also develops, plans, organizes and directs strategies to inform and influence public policy at the county, state and federal levels on issues and in areas of interest of Kern Community College District; plans, organizes, directs, evaluates and provides overall leadership for a variety of programs and activities to develop and maintain a strong public image for the District.

General Counsel

District Office

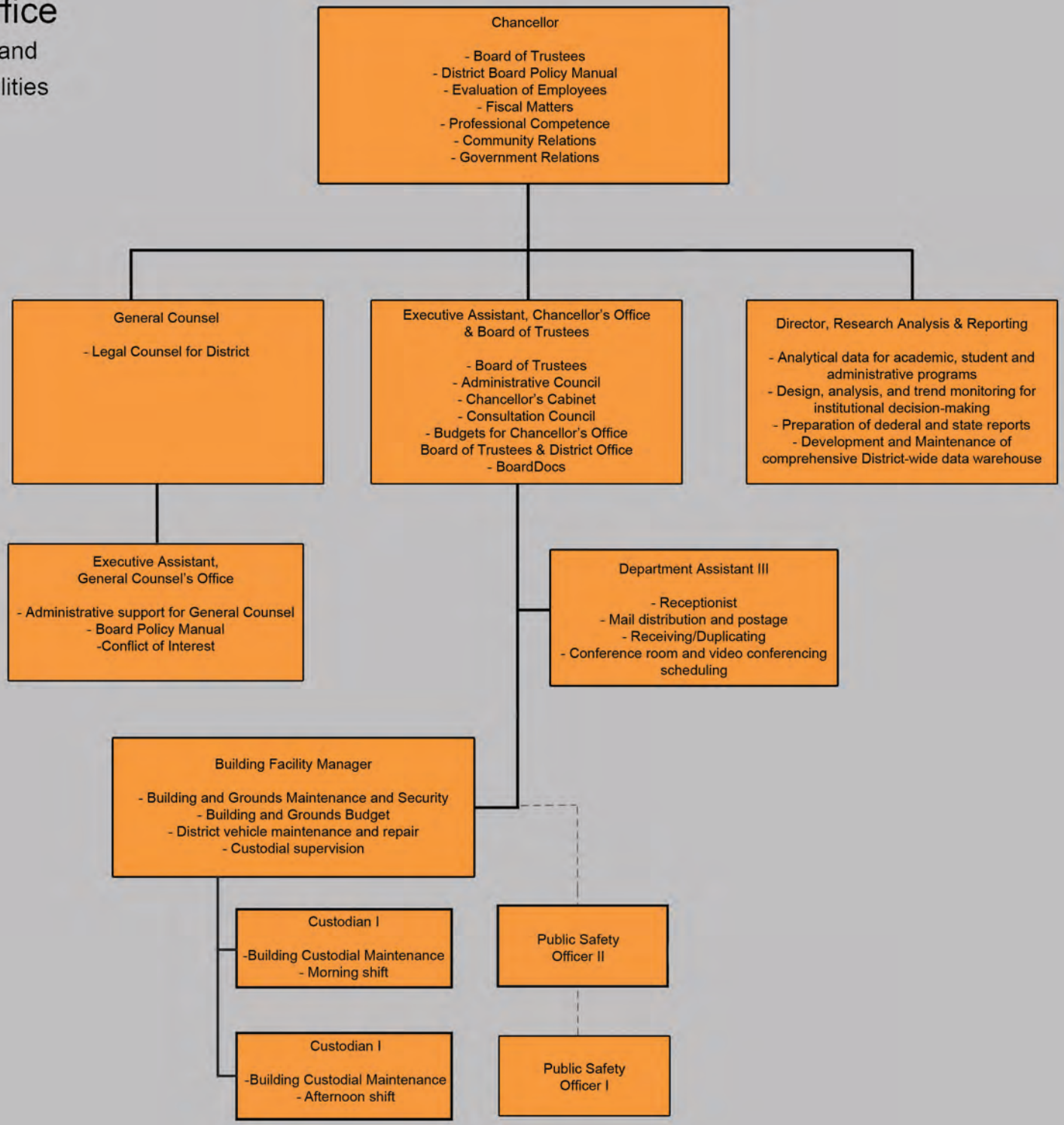
Kern Community College District

Major Responsibilities

The General Counsel provides legal advice to the Board of Trustees, the Chancellor, and other officers and employees of the District. The General Counsel represents the District in litigation, arbitration, and administrative proceedings by preparing pleadings, negotiating between parties, and participating in the trial of cases of major importance to the District's educational programs, and administrative and financial functions. The General Counsel serves as the District's staff attorney.

Chancellor's Office

Organzational Chart and Functional Responsibilities



FUNCTION	SERVICE PROVIDER(S)	TITLE
Research and Reporting		
State/Federal Reporting- (ARCC, IPEDS) Decentralized to the Colleges with coordination by the Colleges and District Office	District Office Bakersfield College Cerro Coso Community College Porterville College	Director, Research and Reporting Institutional Researcher Institutional Researcher Institutional Researcher
Reporting and Analysis for District-wide Reports; Data Definitions and Decision Support- Centralized at the District Office with coordination by the Colleges	District Office Bakersfield College Cerro Coso Community College Porterville College	Director, Research and Reporting Institutional Researcher Institutional Researcher Institutional Researcher
Research Projects- (Methodology and Library) Decentralized to the Colleges with coordination by the District Office	District Office Bakersfield College Cerro Coso Community College Porterville College	Director, Research and Reporting Institutional Researcher Institutional Researcher Institutional Researcher
Data Integrity Standards and Training- Centralized at the District Office with coordination by the Colleges	District Office Bakersfield College Cerro Coso Community College Porterville College	Director, Research and Reporting Institutional Researcher Institutional Researcher Institutional Researcher

FUNCTION	SERVICE PROVIDER(S)	TITLE
Governmental and Community Relations		
Legislative Advocacy- Centralized at the District Office with coordination with the College Presidents	District Office Bakersfield College Cerro Coso Community College Porterville College	Chancellor's Office Marketing and Public Relations Manager Director of Public Relations and Institutional Advancement Communication & Marketing Manager
Community Relations- Centralized at the District Office with coordination from Chancellor's Cabinet and College Presidents	District Office Bakersfield College Cerro Coso Community College Porterville College	Chancellor's Office Presidents and College Management Teams
Public Information- Decentralized	District Office Bakersfield College Cerro Coso Community College Porterville College	Outsourced Marketing and Public Relations Manager Director of Public Relations and Institutional Advancement Communication & Marketing Manager
Leadership Academy- Centralized at the District Office with coordination from Chancellor's Cabinet and College Presidents	District Office Bakersfield College Cerro Coso Community College Porterville College	Vice Chancellor, Educational Services College Presidents
Maintenance and Operations		
Custodial, Grounds, and Trades- Decentralized	District Office-Chancellor's Office Bakersfield College Cerro Coso Community College Porterville College	Building Facility Manager Maintenance & Operations Manager Maintenance & Operations Manager Maintenance & Operations Manager

Chief Financial Officer
District Office
Kern Community College District

Major Responsibilities

The Chief Financial Officer (CFO) serves as the chief fiscal officer of the District and has responsibility for District business services. The CFO directs designated District functions including budgeting, accounting, purchasing, cash flow management, investments, and capital projects planning and construction.

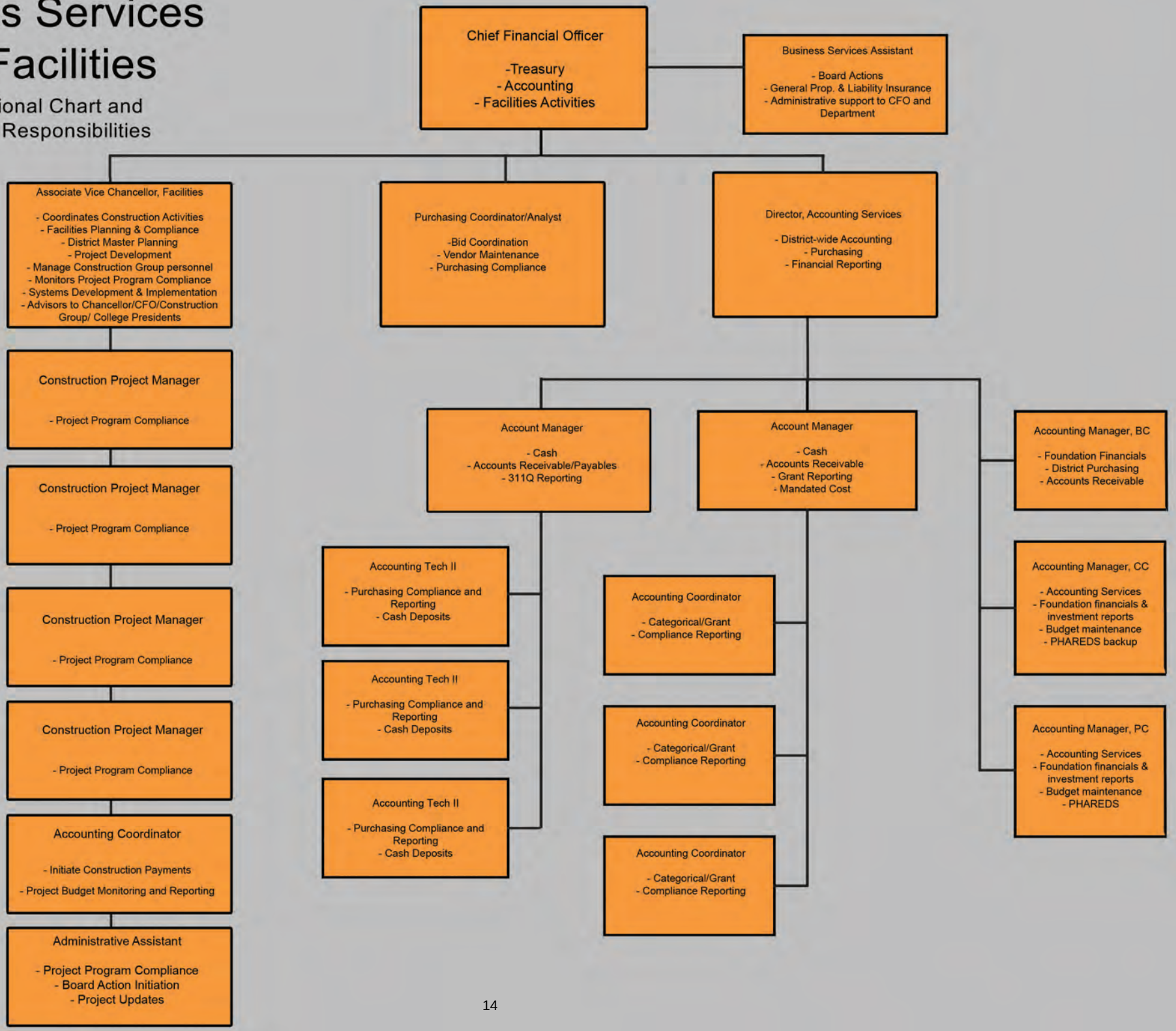
Director, Accounting Services
District Office
Kern Community College District

Major Responsibilities

The Director, Accounting Services, shall oversee the computerized accounting systems and procedures, directing the District accounting, and purchasing staff, preparing and monitoring internal financial statements, coordinating with external auditors for the District-wide audit and other agency audits, reporting fiscal results to the appropriate state and other agencies.

Business Services And Facilities

Organizational Chart and Functional Responsibilities



FUNCTION	SERVICE POVIDER(S)	TITLE
Budget Development / Business Services		
Decentralized with coordination from District Office	District Office Bakersfield College Cerro Coso Community College Porterville College	Chief Financial Officer Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance
Finance		
Debt Management- Centralized Economic Analysis and Cash Flow Analysis- Decentralized	District Office Bakersfield College Cerro Coso Community College Porterville College	Chief Financial Officer Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance
Business Services		
Accounting- Centralized at District Office Fiscal Reporting- Centralized at District Office Purchasing- Decentralized with coordination from District Office	District Office District Office Bakersfield College Cerro Coso Community College Porterville College	Chief Financial Officer Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance
Liability Insurance		
General Liability- Centralized at District Office	District Office	Chief Financial Officer

FUNCTION	SERVICE PROVIDER(S)	TITLE
Facilities Planning and Construction		
Centralized at District Office in coordination with Colleges	District Office	Chief Financial Officer
New Construction, Modernizations and Scheduled Maintenance- Decentralized to the Colleges	Bakersfield College	Director, Maintenance & Operations
	Cerro Coso Community College	Director, Maintenance & Operations
Energy Management- Decentralized to the Colleges	Porterville College	Director, Maintenance & Operations
Auxiliary Services (Bookstore & Food Services)		
Bookstore- Outsourced To Barnes & Noble	District Office	Chief Financial Officer
Food Services- Decentralized with financial audit from District Office	Bakersfield College	Vice President, Administrative Services & Finance
	Cerro Coso Community College	Vice President, Administrative Services & Finance
	Porterville College	Vice President, Administrative Services & Finance
Foundation		
Decentralized with audit services from District Office	District Office	Chief Financial Officer
	Bakersfield College	Director, Foundation
	Cerro Coso Community College	Director, Foundation
	Porterville College	Director, Foundation
Graphic Design/Duplicating		
Decentralized	District Office	Director, Web Development
	Bakersfield College	Marketing and Public Relations Manager
	Cerro Coso Community College	Director of Public Relations and Institutional Advancement
	Porterville College	Communication & Marketing Manager

Vice Chancellor, Educational Services
District Office
Kern Community College District

Major Responsibilities

The Vice Chancellor, Educational Services, reports directly to the Chancellor and serves as the chief academic and student services officer of the District. The Vice Chancellor provides overall leadership in planning, organizing, reviewing, and evaluating District-wide instructional and student services programs and development and implementation of policies and procedures of the District. Other responsibilities include coordination of the District programs of Economic and Workforce Development, serving as the accreditation liaison with the Colleges, directing District-wide strategic planning, and overseeing the Child Development Centers and services.

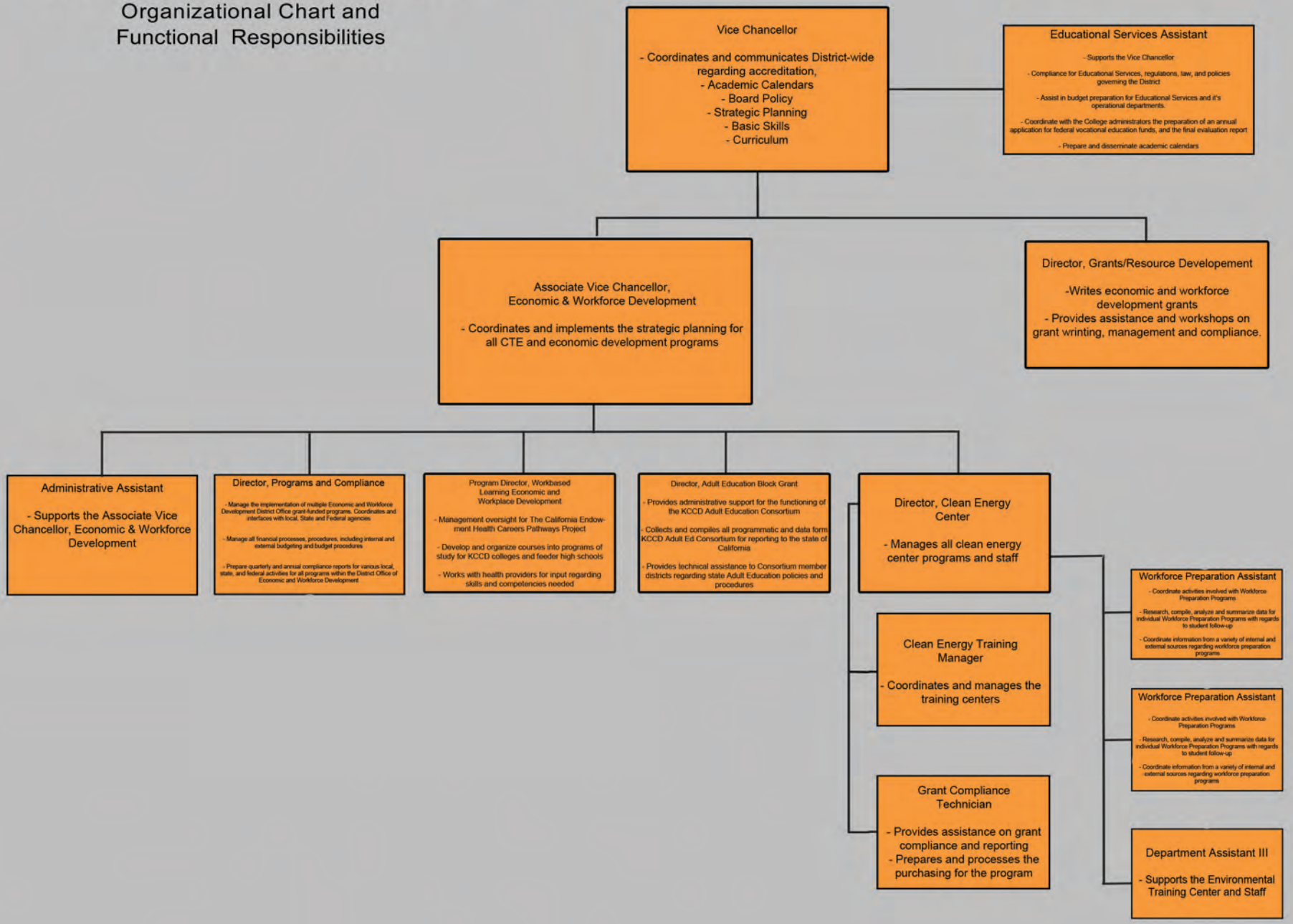
Associate Chancellor, Economic and Workforce Development
District Office
Kern Community College District

Major Responsibilities

The Associate Chancellor, Economic and Workforce Development, provides overall leadership in the planning, organization, administration, evaluation, and policy development for the Economic and Workforce Development programs and initiatives throughout the District.

Educational Services

Organizational Chart and
Functional Responsibilities



FUNCTION	SERVICE PROVIDER(S)	TITLE
Academic Affairs		
Accreditation – Decentralized with support and compliance from District Office	District Office Bakersfield College Cerro Coso Comm. College Porterville College	Vice Chancellor, Educational Services Presidents & Vice Presidents Presidents & Vice Presidents Presidents & Vice Presidents
Career and Technical Programs		
Decentralized with facilitation from Educational Services	District Office Bakersfield College Cerro Coso Community College Porterville College	Associate Vice Chancellor, Economic and Workforce Development Dean, of Instruction Dean, Career and Technical Education Dean, of Instruction
Catalog Development		
Decentralized with review for compliance with District-wide standards	District Office Bakersfield College Cerro Coso Community College Porterville College	Vice Chancellor, Educational Services Vice President of Instruction Vice President of Instruction Vice President of Instruction
Child Development Centers		
Decentralized with support and compliance from Educational Services	District Office Bakersfield College Cerro Coso Community College Porterville College	Vice Chancellor, Educational Services Vice President of Instruction Vice President of Instruction Vice President of Instruction

FUNCTION	SERVICE PROVIDER(S)	TITLE
Curriculum		
Not for Credit / For Credit and Non-Credit:	District Office	Vice Chancellor, Educational Services
Decentralized to the Colleges with review by Educational Services for state compliance	Bakersfield College	Vice President of Instruction
	Cerro Coso Community College	Vice President of Instruction
	Porterville College	Vice President of Instruction
Faculty Evaluation		
Decentralized with oversight for compliance and consistency from District Office	District Office	Vice Chancellor, Educational Services
	Bakersfield College	Vice Presidents of Instruction and Student Services
	Cerro Coso Community College	Vice Presidents of Instruction and Student Services
	Porterville College	Vice Presidents of Instruction and Student Services
Grant Development		
Centralized at the District Office for support, compliance, and fiscal reporting	District Office	CFO and Vice Chancellor, Educational Services
Decentralized to the Colleges for Program / Finance monitoring	Bakersfield College	Vice Presidents of Instruction & Student Services
	Cerro Coso Community College	Vice Presidents of Instruction & Student Services
	Porterville College	Vice Presidents of Instruction & Student Services
Library/Learning Resources		
Decentralized	Bakersfield College	Vice President of Instruction
	Cerro Coso Community College	Vice President of Instruction
	Porterville College	Vice President of Instruction

FUNCTION	SERVICE PROVIDER(S)	TITLE
Program Development		
New Program Development and Program Review-	District Office	Director, Institutional Research and Reporting
Decentralized to the Colleges with review for compliance by District Office	Bakersfield College	Vice Presidents of Instruction and Student Services
	Cerro Coso Community College	Vice Presidents of Instruction and Student Services
	Porterville College	Vice Presidents of Instruction and Student Services
Schedule Development (Academic)		
Scheduling-	District Office	Vice Chancellor, Educational Services
Decentralized with review for compliance with District-wide standards	Bakersfield College	Vice President of Instruction
	Cerro Coso Community College	Vice President of Instruction
	Porterville College	Vice President of Instruction
Strategic Planning-District-wide		
Decentralized to the Colleges for specific strategic planning in collaboration with the District Office	District Office	Vice Chancellor, Educational Services
	Bakersfield College	
	Cerro Coso Community College	Vice Presidents of Instruction & Student Services
	Porterville College	
Student Services		
Decentralized	District Office	Vice Chancellor, Educational Services
Operations with policies and related procedures coordinated by Educational Services	Bakersfield College	Vice President, Student Services
	Cerro Coso Community College	Vice President, Student Services
	Porterville College	Vice President, Student Services

FUNCTION	SERVICE PROVIDER(S)	TITLE
VTEA		
Decentralized with facilitated planning and review by Educational Services	District Office	Vice Chancellor, Educational Services
	Bakersfield College	Vice President, Student Services
	Cerro Coso Community College	Vice President, Student Services
	Porterville College	Vice President, Student Services
Workforce/Economic Development		
Decentralized with facilitated planning and review by Educational Services	District Office	Associate Vice Chancellor, Economic and Workforce Development
	Bakersfield College	Vice President, Student Services
	Cerro Coso Community College	Vice President, Student Services
	Porterville College	Vice President, Student Services

Vice Chancellor, Human Resources
District Office

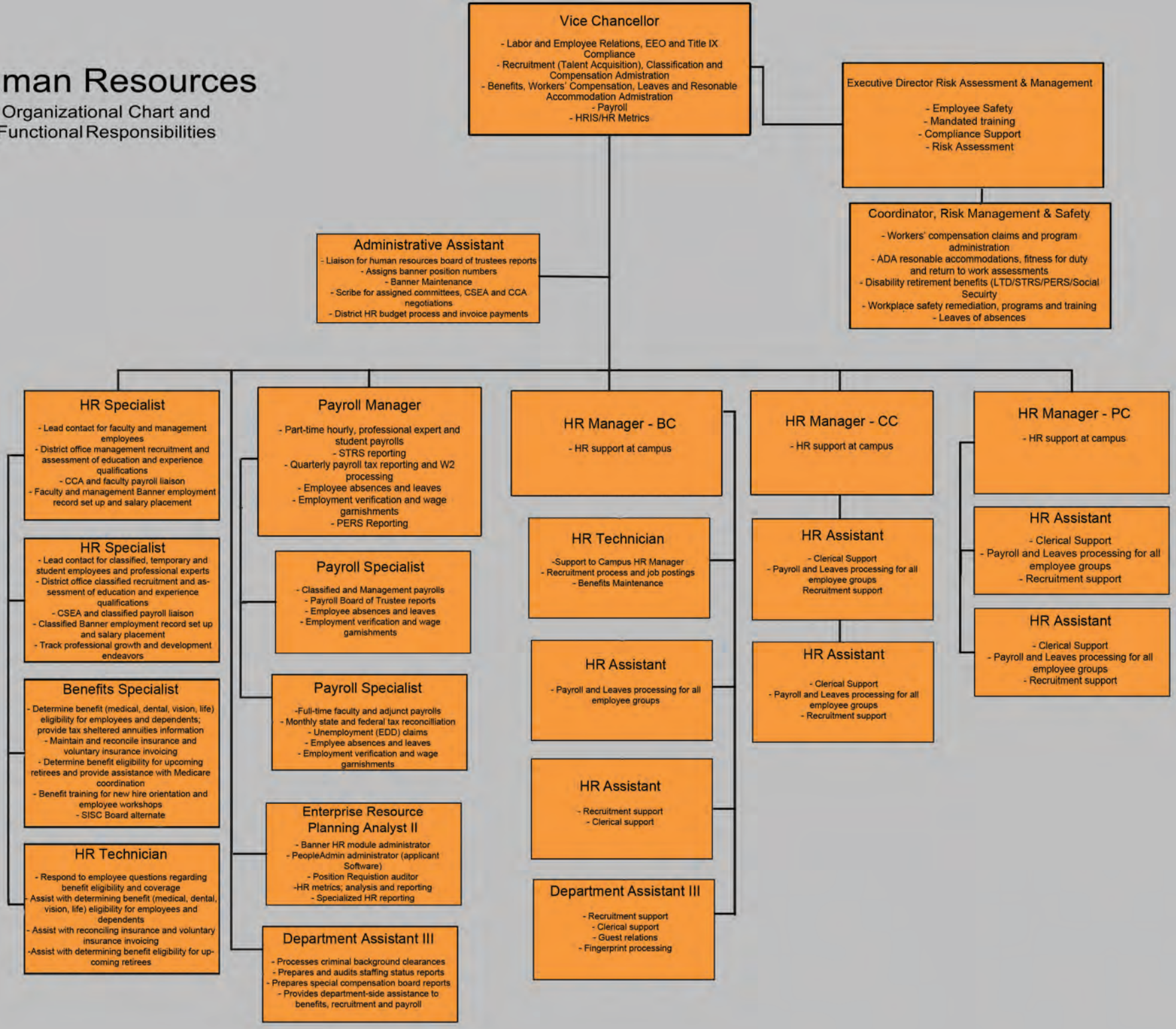
Kern Community College District

Major Responsibilities

Under the direction of the Chancellor, the Vice Chancellor, Human Resources provides leadership and direction for proactive, district-wide human resources services in: labor and employee relations; recruitment (talent acquisition); risk management; benefits administration; Equal Employment Opportunity (EEO) and Title IX compliance; payroll administration; Human Resources Information System (HRIS) and Human Resources (HR) metrics; and classification and compensation.

Human Resources

Organizational Chart and Functional Responsibilities



FUNCTION	SERVICE PROVIDER(S)	TITLE
Human Resources		
Centralized at District Office: Benefits Administration Recruitment (Talent Acquisition), Classification and compensation, HR Information Systems/HR Metrics, Record retention, EEO and Title IX Compliance, Staff Development	District Office	Vice Chancellor, Human Resources
Staffing		
Centralized function initiated by the Colleges and supported by District Office	District Office Bakersfield College Cerro Coso Community College Porterville College	Vice Chancellor, Human Resources Human Resources Manager Human Resources Manager Human Resources Manager
Labor and Employee Relations		
Centralized at District Office: Chief Negotiator, Administration of Collective Bargaining Agreements, Ensure state and federal laws/regulations compliance, Provide guidance and advice on addressing conduct or performance issues,	District Office	Vice Chancellor, Human Resources
Payroll		
Centralized at District Office	District Office	Vice Chancellor, Human Resources and Payroll Manager
Enterprise Risk Management		
Centralized at District Office Worker's Compensation, Employee Safety, Mandated Employee Training	District Office	Vice Chancellor, Human Resources and Executive Director, Risk Assessment and Management

Chief Information Officer

District Office

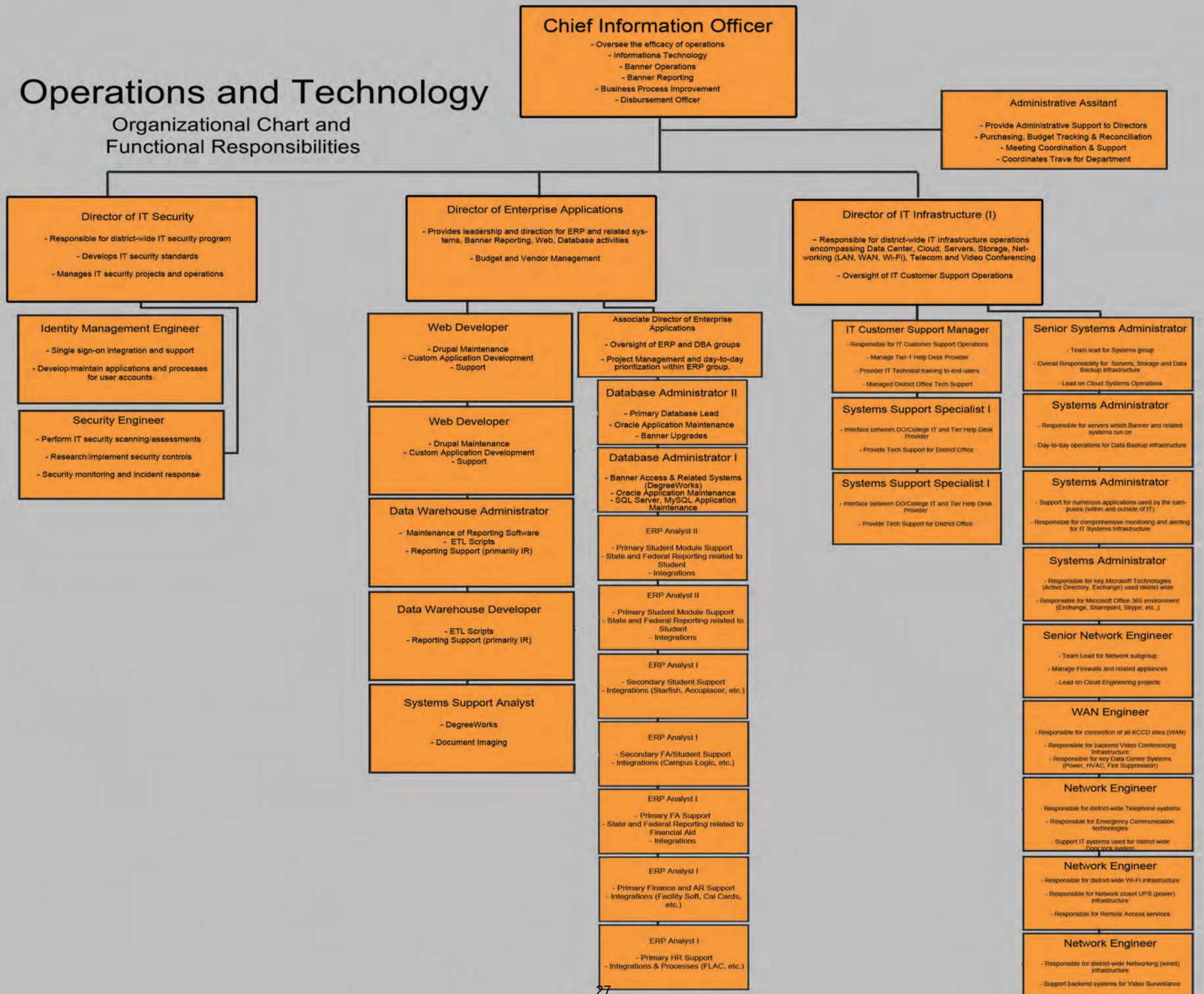
Kern Community College District

Major Responsibilities

The Vice Chancellor, Operations Management will have overall responsibility for the development, design, operation, and improvement of the systems that create and deliver the District's services. This includes information technology systems for instruction, services to students, and for general administration of the Kern Community College District. Reporting to the Chancellor, the Vice Chancellor will provide leadership in identifying, integrating, and implementing business processes and systems to assist the management team in the performance of their duties.

Operations and Technology

Organizational Chart and Functional Responsibilities



FUNCTION	SERVICE PROVIDER(S)	TITLE
System Operations		
Banner and Related Systems Information Access and Reporting- Centralized at District Office with input from the Colleges	District Office	Chief Information Officer
Application/Systems Support Services and Database Administration In-House Systems with Third-party systems Web Development Data Integrations- Centralized with input from the Colleges.	District Office	Chief Information Officer and Director, Enterprise Applications
Infrastructure to include: (Networks, Servers, Active Directory, Email, Storage, Backup/Recovery, Video Conferencing, Communications, Architecture, Standards, Alerting, and Large/Medium projects)- Centralized with input from the Colleges.	District Office	Chief Information Officer and Director of IT Infrastructure Directors, Information Technology Services at all three colleges
<u>Infrastructure</u>: On-site provisioning, local end-user support, Medium/Small projects- Decentralized with oversight from District Office	District Office Bakersfield College Cerro Coso Community College Porterville College	Director, IT Infrastructure Director, Information Technology Services Director, Information Technology Services Director, Information Technology Services

FUNCTION	SERVICE PROVIDER(S)	TITLE
Infrastructure (cont.): Problem troubleshooting and resolution; Help Desk Operations- Hybrid: District Office and Colleges jointly responsible for this.	District Office Bakersfield College Cerro Coso Community College Porterville College	Director of IT Infrastructure Director, Information Technology Services Director, Information Technology Services Director, Information Technology Services
IT Security Management: Architecture, Strategy, Standards, Policies and Compliance- Centralized with input from the Colleges	District Office	Chief Information Officer and Director of IT Security
IT Security Operations: Firewalls, DDoS, Identity Management, Single Sign-on and related systems- Centralized with input from the Colleges	District Office	Chief Information Officer and Director of IT Security
IT Security: Client devices (Computers, Laptops, etc…) Hybrid: District Office and Colleges jointly responsible for this	District Office Bakersfield College Cerro Coso Community College Porterville College	Director of IT Security Director, Information Technology Services Director, Information Technology Services Director, Information Technology Services

FUNCTION	SERVICE PROVIDER(S)	TITLE
Banner and Related Systems Information Access Reporting Centralized at District Office with input from the Colleges	District Office District Office	Chief Information Officer with Director, Enterprise Applications and Director, Institutional Research and Reporting
Telecommunications		
Centralized with support from the Colleges	District Office	Director, IT Infrastructure
Technology Support Services-Centralized Desktop Support Classroom and Computer Lab Support Training-Decentralized with support from District Office	District Office Bakersfield College Cerro Coso Community College Porterville College	Director, IT Infrastructure Director, Information Technology Services Director, Information Technology Services Director, Information Technology Services

DEFINITIONS

DEFINITION OF TERMS

Facilitation—to make easy; help bring about; smooth the progress; help forward a process; to promote; to uphold or defend; to argue for

Coordinate—proper relation; put in the same order or rank; to bring into a common action, movement, or condition; harmonize; make equal in importance; bring together; organize

Support—to keep from failing; to give strength, confidence; to help; to put up with, endure

Facilitation and Support—to make easy; smooth the progress; help forward a process; to keep from failing; to give strength, confidence; to help; to put up with, endure

Review--- to give a critical evaluation of; to go over or examine critically or deliberately

Compliance---observance of official requirements

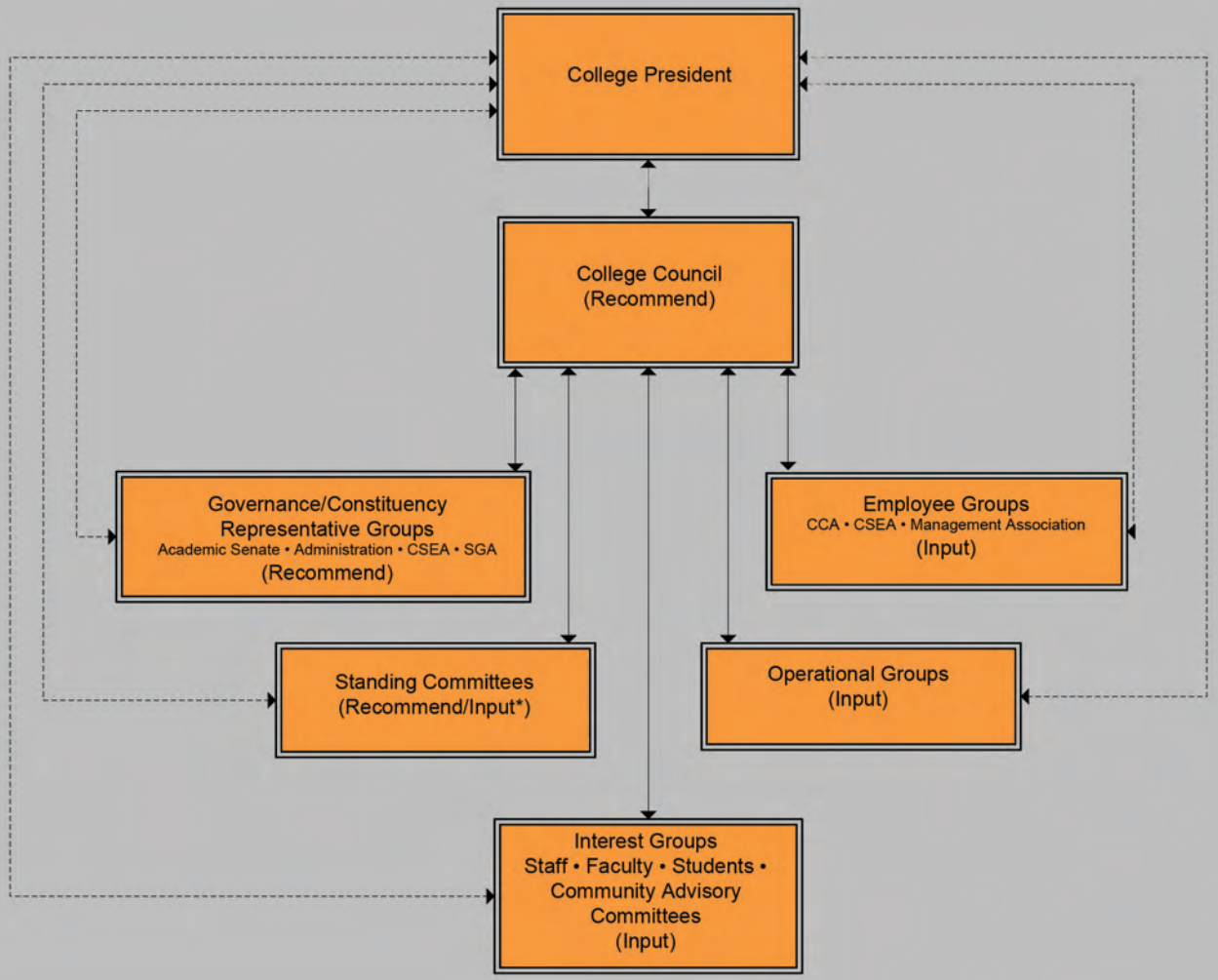
Bakersfield College Decision Making Process

Bakersfield College has implemented the policies and procedures that authorize administrator, faculty, staff, and student participation in decision-making processes through an intentionally-designed formal committee structure, including 12 campus-wide committees, to ensure that constituent groups engage in a structured decision-making process to govern the college.

Bakersfield College explicitly details the scope, membership, and charge of each participatory governance committee as well as the groups and specific positions to which the committee reports in this Decision Making Document and on the committee websites. The BC president chairs the College Council, which brings together representatives from faculty, classified staff, administration and students to provide clear communication between constituents and the President, and to provide recommendations to the President on college-wide matters.

The flowchart below illustrates our decision-making model:

Bakersfield College



Legend:

Communication flow to and from President via College Council Representatives

Recommendations/input may also flow directly to/from President

* Recommend/input via parent governance groups

Definitions:

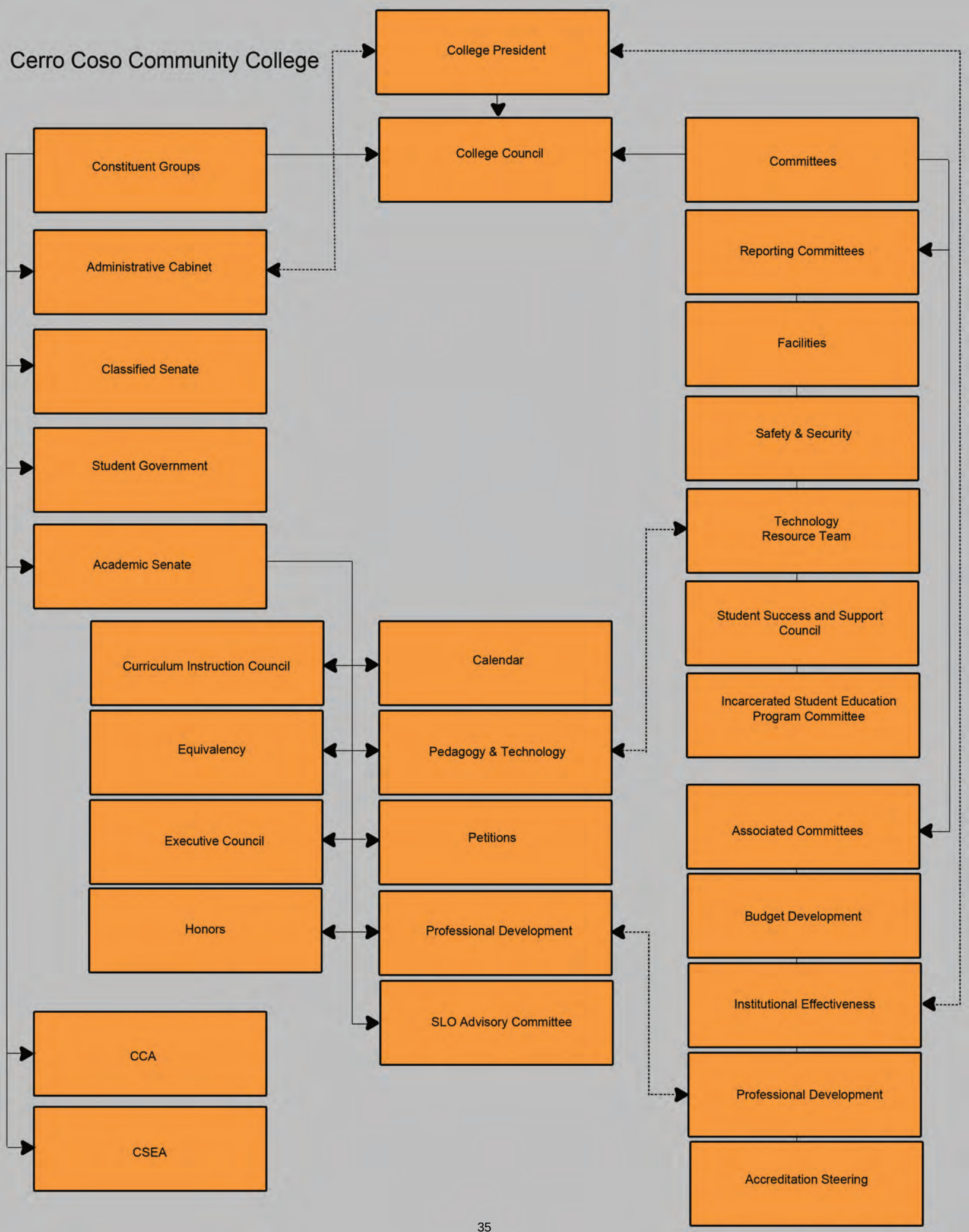
Recommendations:
A recommendation carries the weight of the constituent group making it, is more formal in nature, and may have statutory/legal ramifications

Input:
Input is any information that may influence a decision but falls short of a recommendation.

Cerro Coso Community College Decision Making Process

The decision making process occurs through recommendations made to the College President that come from College Council, its standing subcommittees, and the various constituent groups at the college. Although the authority to make decisions for the college rests with the College President, great responsibility lies with the recommending bodies to provide the College President with the information needed to make the decisions that are in the best interest of the college and its most valuable asset—our students.

Decision Making Model. This flowchart depicts how items reach the College President for approval.


Cerro Coso Community College
College President
College Council
Constituent Groups
Administrative Cabinet
Classified Senate
Student Government
Academic Senate
Committees
Reporting Committees
Facilities
Safety & Security
Technology Resource Team
Student Success and Support Council
Incarcerated Student Education Program Committee
Curriculum Instruction Council
Calendar
Equivalency
Pedagogy & Technology
Executive Council
Petitions
Honors
Professional Development
SLO Advisory Committee
Associated Committees
Budget Development
Institutional Effectiveness
Professional Development
Accreditation Steering
CCA
CSEA

Porterville Community College Decision Making Process

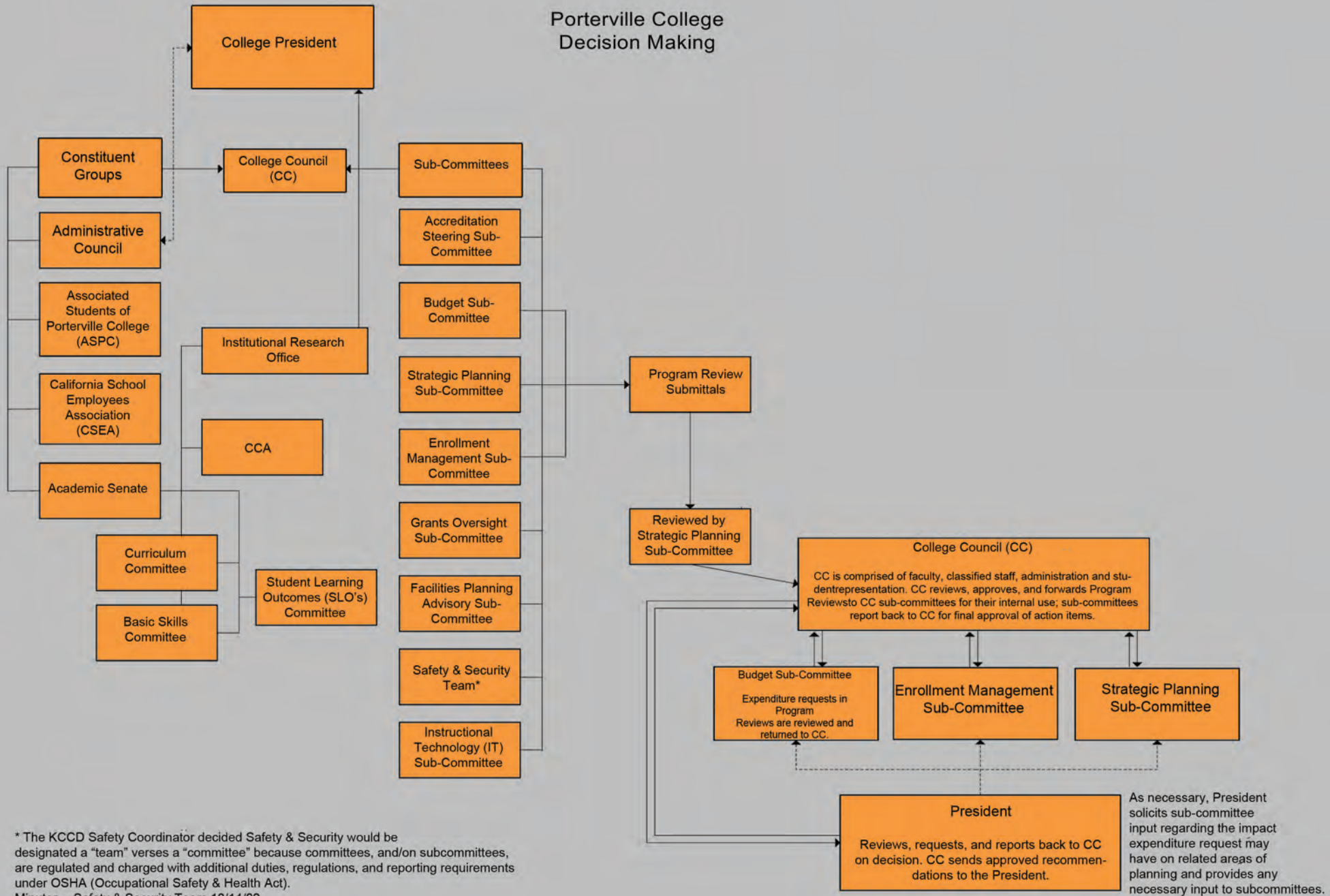
PHILOSOPHY OF PARTICIPATORY GOVERNANCE

Participatory governance at Porterville College takes place on multiple levels. It is a process that ensures the students, staff, faculty and administration the right to participate effectively in the governance of the college, providing the opportunity for input and ensuring this input is given every reasonable consideration and that all decisions are well informed. Through the participatory process, the campus community engages in ongoing dialogue about quality, learning assessment and implementation of institutional changes that improve student success.

This dialogue promotes trust and broadens the sense of participation within the campus community. While many of the campus decisions result from this collegial process, it is recognized that the determinations reached through the participatory process are advisory to the College President who is the institution's chief executive officer.

Decision Making Model. This flowchart on the following page depicts how items reach the College President for approval.

Porterville College Decision Making



* The KCCD Safety Coordinator decided Safety & Security would be designated a "team" verses a "committee" because committees, and/on subcommittees, are regulated and charged with additional duties, regulations, and reporting requirements under OSHA (Occupational Safety & Health Act).
Minutes – Safety & Security Team 10/14/02

APPENDIX

DISTRICT COMMITTEES

Standing Participatory Governance	
District Consultation Council	Chancellor's Office
Fringe Benefits Committee	Vice Chancellor, Human Resources
District Technology Advisory Council	Chief Information Officer
District-wide Budget Committee	Chief Financial Officer
Standing Managerial	
Chancellor' Cabinet	Chancellor
Chancellor's Cabinet with Presidents	Chancellor
Admin Council	Chancellor
Confidential/Management Study Committee	Vice Chancellor, Human Resources
IT Managers	Vice Chancellor, Operations, IT
Business Managers	Chief Financial Officer
Accounting Managers	Chief Financial Officer
HR Managers	Vice Chancellor, Human Resources
District Institutional Research Team (DIRT)	Director, Institutional Research Analysis and Reporting
Vice Presidents	Vice Chancellor, Educational Services
Career Technical Deans Committee	Vice Chancellor, Educational Services
***Task Forces (as needed)**	
Strategic Planning Task Force	Associate Vice Chancellor, Economic and Workforce Development
Elements of Decision Making Task Force	Chancellor
Budget Allocation Model Evaluation Task Force	Chief Financial Officer
Board of Trustees Committees	
Board Finance and Audit Committee	Chief Financial Officer
Board Legislation Committee	Chancellor
Board Evaluation Committee	Chancellor
Board Accreditation Committee	Chancellor

*Examples of District-wide task forces to address specific topics or issues