



**Kern Community College District**

# **THE ELEMENTS OF DECISION MAKING**

April 17, 2012

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# 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 44,000 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

# KERN COMMUNITY COLLEGE DISTRICT

## 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:

1. 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, 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.

## 2. Group Roles in Decision Making

### a. Role of Chancellor's Administrative Council in Decision Making

- i. The Chancellor's Administrative Council is chaired by the Chancellor, and includes the four Vice Chancellors 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 b, 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.

b. 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, the Vice Chancellors, and other District Administrators. 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.

c. 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 facilitates 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 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.

d. 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 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.

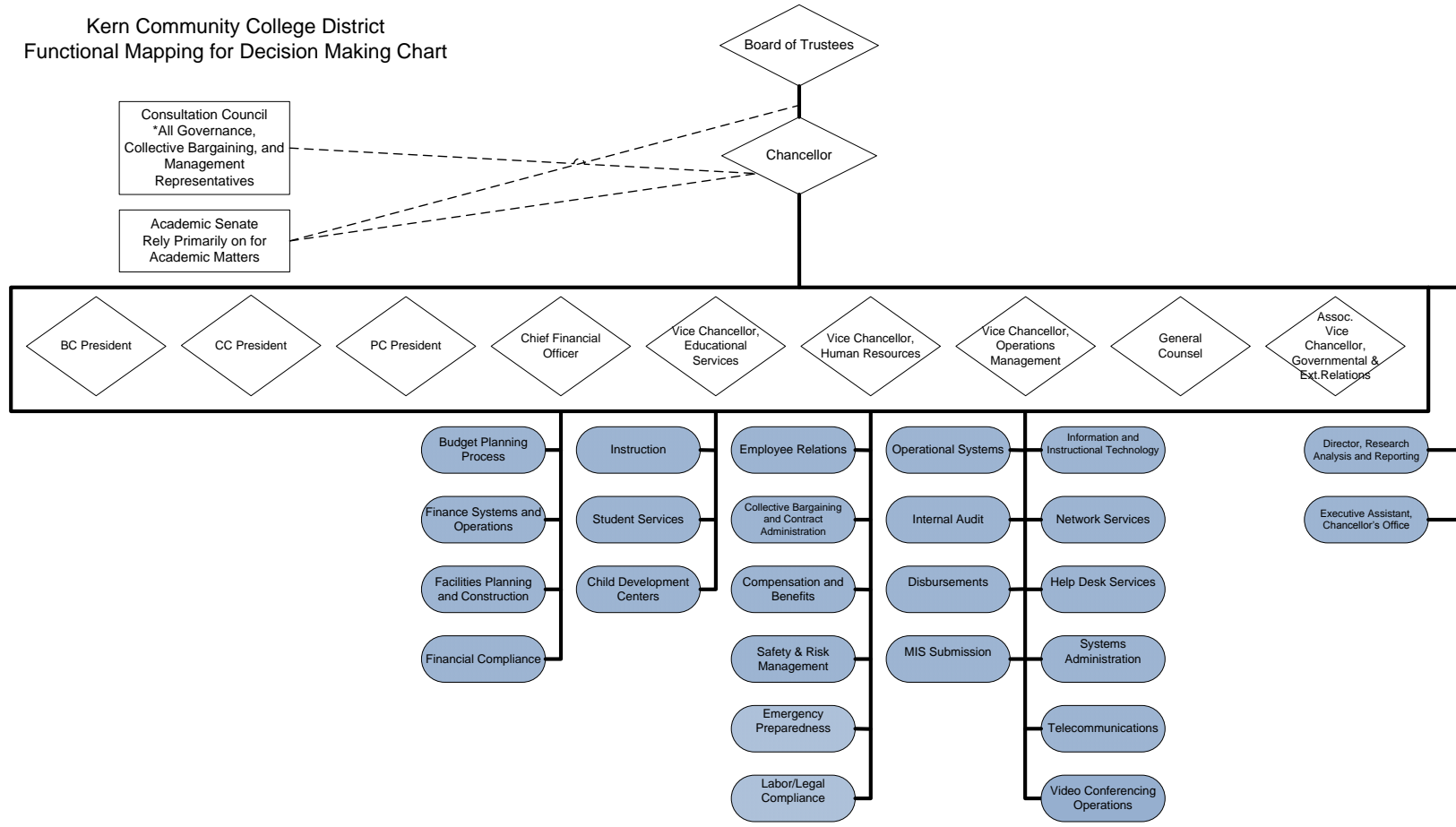
- iv. It is through the Consultation Council that the academic senates and the administration “consult collegially” in the development of recommendations related to policies and procedures. This consultation provides time for Senates on the campuses to review the matter under consideration before a final recommendation is made to the Chancellor for Board of Trustees decision.
- e. Role of District-wide Committees in Decision Making
  - i. There are currently fourteen (14) District-wide Committees that the Chancellor depends on for advice and recommendations in the governance process. The history, purposes, composition, and frequency of meetings of these 14 Committees are a matter of record in the Chancellor’s Office. 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.
- f. 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.

### 3. Summary

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

- c. 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.
- d. 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.

Kern Community College District  
Functional Mapping for Decision Making Chart



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

\* All Governance, Collective Bargaining, and Management Representatives of:  
 \* SGA (Student Government)  
 \* CSEA (Classified Union)  
 \* CCA (Faculty Union)  
 \* Academic Senate  
 \* Administration

**LEGEND**  
 Solid Line: Administration Line of Authority  
 Dashed Line: Governance or Operational Recommending/Advising Line

Administrative Decision-Making (Diamond shape)  
 Governance Recommending Committee (Dashed border box)  
 Administration Advisory Council (Solid border box)  
 Areas of Responsibility (Oval shape)

The decision-making charts for each College are included at the end of this document.

CHANCELLOR

**Chancellor  
District Office  
Kern Community College District  
JOB DESCRIPTION**

**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.

**General Counsel  
District Office  
Kern Community College District  
JOB DESCRIPTION**

**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.

**Associate Vice Chancellor, Governmental  
and External Relations  
District Office  
Kern Community College District  
JOB DESCRIPTION**

**Major Responsibilities**

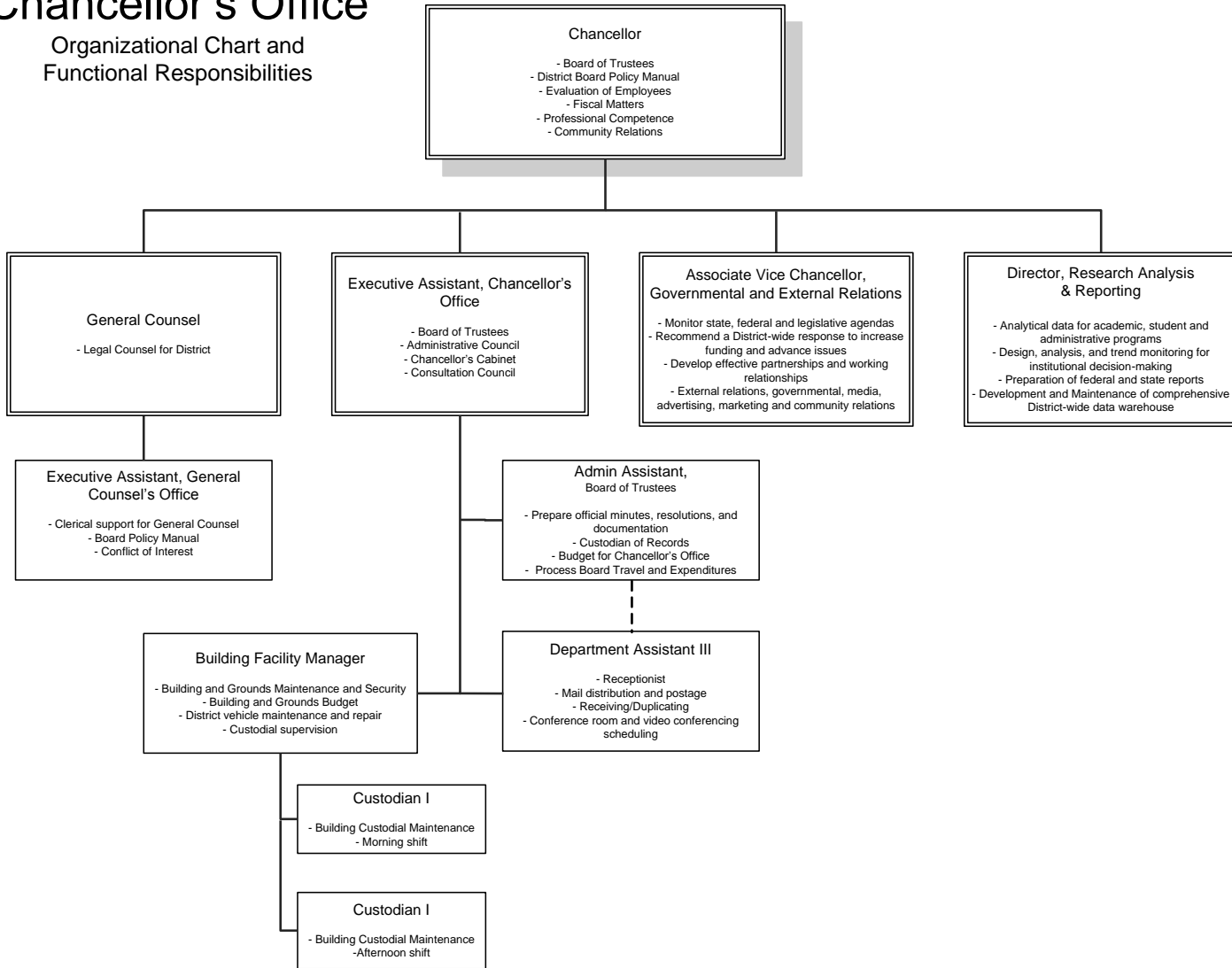
The Associate Vice Chancellor, Governmental and External Relations develops, plans, organizes and directs strategies to inform and influence public policy at the county, state and federal levels on issues and in areas of interest of Kern Community College District; plans, organizes, directs, evaluates and provides overall leadership for a variety of programs and activities to develop and maintain a strong public image for the District.

# Chancellor's Office

## Functional Mapping for Decision-Making

### Chancellor's Office

Organizational Chart and Functional Responsibilities





Chancellor's Office  
Functional Mapping for Decision-Making

| Function  | Service Provider(s)   | Title  |
|---|---|--|
| Research and Reporting  |   |  |
| State/Federal Reporting (ARCC, IPEDS)<br><br>Decentralized to the Colleges with coordination by the Colleges and District Office                                    | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Director, Research Analysis and Reporting<br><br>Director of Institutional Research and Planning<br><br>Institutional Research Analyst<br><br>Institutional Researcher |
| Reporting and Analysis for District-wide Reports; Data Definitions and Decision Support<br><br>Centralized at the District Office with coordination by the Colleges | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Director, Research Analysis and Reporting<br><br>Director of Institutional Research and Planning<br><br>Institutional Research Analyst<br><br>Institutional Researcher |

Chancellor's Office  
Functional Mapping for Decision-Making

| Function   | Service Provider(s)  | Title  |
|--|--|--|
| <p>Research Projects<br/>(Methodology and Library)</p> <p>Decentralized to the Colleges with coordination by the District Office</p> | <p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p> | <p>Director, Research Analysis and Reporting</p> <p>Director of Institutional Research and Planning</p> <p>Institutional Research Analyst</p> <p>Institutional Researcher</p>  |
| <p>Data Integrity Standards and Training</p> <p>Centralized at the District Office with coordination by the Colleges</p>             | <p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p> | <p>Director, Research Analysis and Reporting<br/>Vice Chancellor, Operations</p> <p>Director of Institutional Research and Planning<br/>Executive Vice President, Academic Affairs/Student Services<br/>Associate Vice President, Student Services</p> <p>Institutional Research Analyst<br/>Vice President, Academic Affairs<br/>Vice President, Student Services</p> <p>Institutional Researcher<br/>Vice President, Academic Affairs<br/>Vice President, Student Services</p> |

Chancellor's Office  
Functional Mapping for Decision-Making

| Function  | Service Provider(s)          | Title   |
|---|------------------------------|---|
| Governmental and External Relations   |                              |   |
| Legislative Advocacy<br><br>Centralized at the District Office<br>with coordination with the College<br>Presidents                    | District Office              | Associate Vice Chancellor, Governmental<br>and External Relations |
|   | Bakersfield College          | Director, Marketing and Public<br>Relations                       |
|   | Cerro Coso Community College | Public Relations, Marketing and<br>Development Manager            |
|   | Porterville College          | Public Information Officer  |
| External Relations<br><br>Centralized at the District Office<br>with coordination with Chancellor's<br>Cabinet and College Presidents | District Office              | Associate Vice Chancellor, Governmental<br>and External Relations |
|   | Bakersfield College          | President and management team                                     |
|   | Cerro Coso Community College | President and management team                                     |
|   | Porterville College          | President and management team                                     |

Chancellor's Office  
Functional Mapping for Decision-Making

| Function  | Service Provider(s)   | Title   |
|---|---|---|
| Public Information<br><br>Decentralized to the College  | Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College                        | Director, Marketing and Public Relations<br><br>Public Relations, Marketing and Development Manager<br><br>Public Information Officer |
| Leadership Academy<br><br>Centralized at the District Office with coordination with Chancellor's Cabinet and College Presidents | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Associate Vice Chancellor, Governmental and External Relations<br><br>President<br><br>President<br><br>President                     |

# CHIEF FINANCIAL OFFICER

**Chief Financial Officer  
District Office  
Kern Community College District  
JOB DESCRIPTION**

**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, risk management, cash flow management, investments, and capital projects planning and construction.

**Director, Accounting Services  
District Office  
Kern Community College District  
JOB DESCRIPTION**

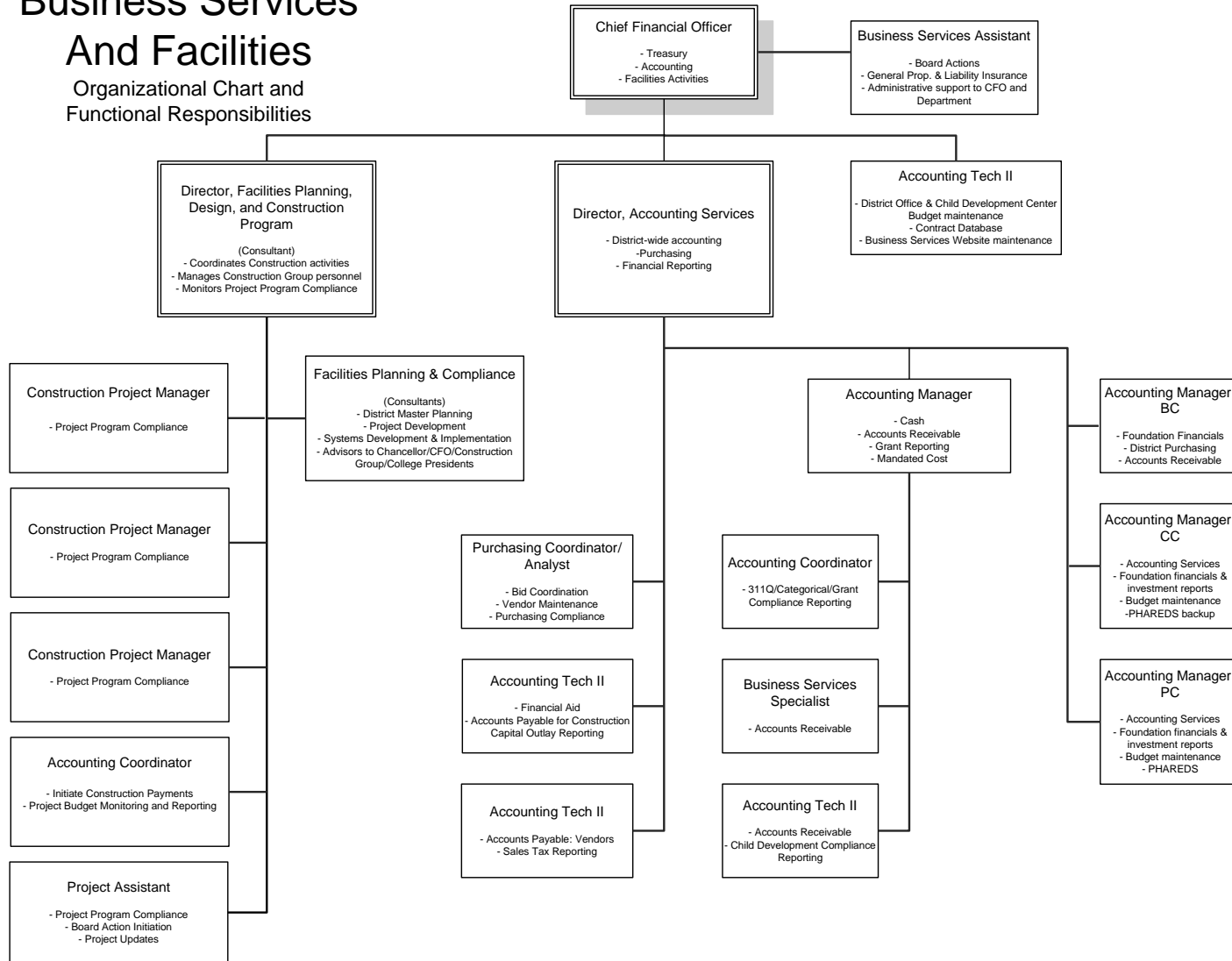
**Major Responsibilities**

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 Functional Mapping for Decision Making

## Business Services And Facilities

Organizational Chart and  
Functional Responsibilities



Business Services and Facilities  
Functional Mapping for Decision Making

| Function   | Service Provider(s)          | Title                                       |
|--|------------------------------|---|
| Budget Development/Business Services   |                              |   |
| Decentralized with coordination from District Office   | District Office              | Chief Financial Officer                     |
|  | Bakersfield College          | Executive Director, Administrative Services |
|  | Cerro Coso Community College | Director, Administrative Services           |
|  | Porterville College          | Director, Administrative Services           |
| Finance  |                              |   |
| <ul style="list-style-type: none"> <li>• Debt Management<br/>Centralized</li> <li>• Economic Analysis<br/>Decentralized</li> <li>• Cash Flow Analysis<br/>Decentralized</li> </ul> | District Office              | Chief Financial Officer                     |
|  | Bakersfield College          | Executive Director, Administrative Services |
|  | Cerro Coso Community College | Director, Administrative Services           |
|  | Porterville College          | Director, Administrative Services           |



Business Services and Facilities  
Functional Mapping for Decision Making

| Function  | Service Provider(s)          | Title  |
|---|------------------------------|--|
| <b>Business Services</b>  |                              |  |
| <ul style="list-style-type: none"> <li>• Accounting<br/>Centralized at District Office</li> <li>• Fiscal Reporting<br/>Centralized at District Office</li> <li>• Purchasing<br/>Decentralized with coordination from District office</li> </ul> | District Office              | Chief Financial Officer<br>Director, Accounting Services |
|   | District Office              | Chief Financial Officer<br>Director, Accounting Services |
|   | District Office              | Chief Financial Officer                                  |
|   | Bakersfield College          | Executive Director, Administrative Services              |
|   | Cerro Coso Community College | Director, Administrative Services                        |
|   | Porterville College          | Director, Administrative Services                        |
| <b>Maintenance and Operations</b>   |                              |  |
| Custodial, Grounds, and Trades<br><br>Decentralized   | District Office              | Building Facility Manager                                |
|   | Bakersfield College          | Executive Director, Administrative Services              |
|   | Cerro Coso Community College | Director, Administrative Services                        |
|   | Porterville College          | Director, Administrative Services                        |

Business Services and Facilities  
Functional Mapping for Decision Making

| Function   | Service Provider(s)          | Title                                       |
|--|------------------------------|---|
| Risk Management  |                              |   |
| General Liability<br>Centralized   | District Office              | Chief Financial Officer                     |
| Facilities Planning and Construction   |                              |   |
| <ul style="list-style-type: none"> <li>• New Construction</li> <li>• Modernizations</li> <li>• Energy Management</li> <li>• Scheduled Maintenance (\$30,000 or more)</li> </ul> Centralized at District Office in coordination with Colleges | District Office              | Chief Financial Officer                     |
|  | Bakersfield College          | Executive Director, Administrative Services |
|  | Cerro Coso Community College | Director, Administrative Services           |
|  | Porterville College          | Director, Administrative Services           |
| Auxiliary Services   |                              |   |
| <ul style="list-style-type: none"> <li>• Bookstore Outsourced</li> </ul>   | District Office              | Chief Financial Officer                     |
|  | Bakersfield College          | Executive Director, Administrative Services |
|  | Cerro Coso Community College | Director, Administrative Services           |
|  | Porterville College          | Director, Administrative Services           |

Business Services and Facilities  
Functional Mapping for Decision Making

| Function   | Service Provider(s)   | Title  |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Food Services</li> <li>Outsourced at PC</li> <li>Decentralized at BC &amp; CCCC</li> <li>with audit and financial from CFO</li> </ul> | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Chief Financial Officer<br><br>Executive Director, Administrative Services<br><br>Director, Administrative Services<br><br>Director, Administrative Services                                 |
| Foundation   |   |  |
| Decentralized with audit services from Chief Financial Officer   | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Chief Financial Officer<br><br>Director, Foundation and Institutional Development<br><br>Director, Public Information Officer, Marketing and Development<br><br>Executive Director (Interim) |

Business Services and Facilities  
Functional Mapping for Decision Making

| Function                   | Service Provider(s)  | Title  |
|----------------------------|--|--|
| Graphic Design/Duplicating |  |  |
| Decentralized              | Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Executive Director, Administrative Services<br><br>Director, Administrative Services and Publications Coordinator<br><br>Graphic Designer/Web Site Coordinator |

**VICE CHANCELLOR, EDUCATIONAL SERVICES**

**Vice Chancellor, Educational Services  
District Office  
Kern Community College District  
JOB DESCRIPTION**

**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  
JOB DESCRIPTION**

**Major Responsibilities**

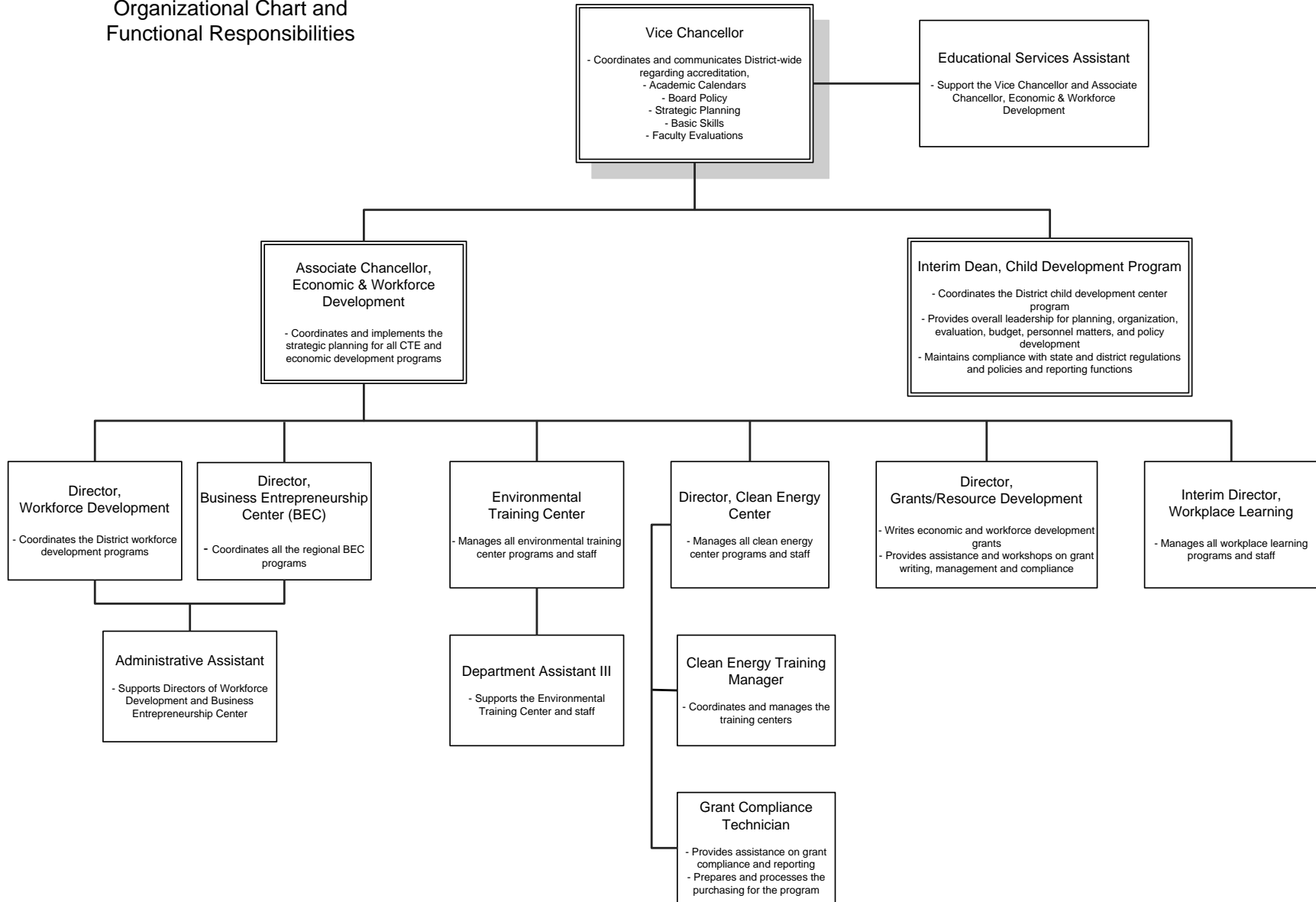
The Associate Chancellor, Economic and Workforce Development, provides overall leadership in the planning, organization, administration, evaluation, and policy development for the Economic and Workforce Development programs and initiatives throughout the District.

# Educational Services

## Functional Mapping for Decision-Making

# Educational Services

Organizational Chart and  
Functional Responsibilities



Educational Services  
Functional Mapping for Decision-Making

| Function   | Service Provider(s)          | Title   |
|--|------------------------------|---|
| <b>ACADEMIC AFFAIRS</b>                                      |                              |   |
| Accreditation - District Liaison Officer                     |                              |   |
| Decentralized with compliance oversight from District Office | District Office              | Vice Chancellor, Educational Services                           |
|  | Bakersfield College          | Executive Vice President, Academic Affairs and Student Services |
|  | Cerro Coso Comm. College     | Vice President, Academic Affairs and Stu. Services              |
|  | Porterville College          | Vice President, Academic Affairs                                |
| Career and Technical Programs                                |                              |   |
| Decentralized with facilitation from Educational Services    | District Office              | Vice Chancellor, Educational Services                           |
|  |                              | Associate Chancellor, Economic and Workforce Development        |
|  | Bakersfield College          | Dean, Career and Technical Education                            |
|  | Cerro Coso Community College | Dean, Career and Technical Education                            |
|  | Porterville College          | Dean, Career and Technical Education                            |



Educational Services  
Functional Mapping for Decision-Making

| Function   | Service Provider(s)   | Title  |
|--|---|--|
| Catalog Development  |   |  |
| Catalog - Decentralized with review for compliance with District-wide standards      | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Vice Chancellor, Educational Services<br><br>Executive Vice President, Academic Affairs/Student Services<br><br>Vice President, Academic Affairs<br><br>Vice President, Academic Affairs |
| Child Development Centers  |   |  |
| Decentralized with compliance oversight from District Office of Educational Services | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Vice Chancellor, Educational Services<br><br>Executive Vice President, Academic Affairs/Student Services<br><br>Vice President, Stu. Services<br><br>Vice President, Stu. Services       |

Educational Services  
Functional Mapping for Decision-Making

| Function   | Service Provider(s)          | Title   |
|--|------------------------------|---|
| <b>Curriculum</b>  |                              |   |
| <ul style="list-style-type: none"> <li>• Not for Credit<br/>Decentralized to the Colleges and District Office with review by Educational Services</li> </ul> | District Office              | Vice Chancellor, Educational Services                       |
|  | Bakersfield College          | Executive Vice President, Academic Affairs/Student Services |
|  | Cerro Coso Community College | Vice President, Academic Affairs                            |
|  | Porterville College          | Vice President, Academic Affairs                            |
| <ul style="list-style-type: none"> <li>• For Credit and Non-Credit<br/>Decentralized to the Colleges with review by Educational Services</li> </ul>          | District Office              | Vice Chancellor, Educational Services                       |
|  | Bakersfield College          | Executive Vice President, Academic Affairs/Student Services |
|  | Cerro Coso Community College | Vice President, Academic Affairs                            |
|  | Porterville College          | Vice President, Academic Affairs                            |
| <b>Faculty Evaluation</b>  |                              |   |
| Decentralized with oversight for compliance and consistency from District Office   | District Office              | Vice Chancellor, Educational Services                       |
|  | Bakersfield College          | Executive Vice President, Academic Affairs/Student Services |
|  | Cerro Coso Community College | Vice President, Academic Affairs                            |
|  | Porterville College          | Vice President, Academic Affairs                            |

Educational Services  
Functional Mapping for Decision-Making

| Function  | Service Provider(s)   | Title  |
|---|---|--|
| Grant Development   |   |  |
| Decentralized to the Colleges and District Office with review from the District Office <ul style="list-style-type: none"> <li>• Program/Finance monitoring is decentralized</li> <li>• Fiscal reporting is centralized</li> </ul> | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Vice Chancellor, Educational Services<br><br>Executive Vice President, Academic Affairs/Student Services<br><br>Vice President, Academic Affairs<br>Vice President, Student Services<br><br>Vice President, Academic Affairs |
| Library/Learning Resources  |   |  |
| Decentralized   | Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College                        | Executive Vice President, Academic Affairs/Student Services<br><br>Vice President, Student Services<br><br>Vice President, Academic Affairs  |

Educational Services  
Functional Mapping for Decision-Making

| Function  | Service Provider(s)          | Title  |
|---|------------------------------|--|
| Program Development and Review  |                              |  |
| <ul style="list-style-type: none"> <li>• New Program Development<br/>Decentralized to the Colleges with review by Educational Services</li> <br/> <li>• Program Review<br/>Decentralized to the Colleges</li> <br/> <li>• Vocational Program Reviews<br/>Decentralized to the Colleges with review from Educational Services</li> </ul> | District Office              | Vice Chancellor, Educational Services                                |
|   | Bakersfield College          | Executive Vice President, Academic Affairs/Student Services          |
|   | Cerro Coso Community College | Vice President, Academic Affairs<br>Vice President, Student Services |
|   | Porterville College          | Vice President, Academic Affairs                                     |
|   | Bakersfield College          | Executive Vice President, Academic Affairs/Student Services          |
|   | Cerro Coso Community College | Vice President, Academic Affairs<br>Vice President, Student Services |
|   | Porterville College          | Vice President, Academic Affairs                                     |
|   | Bakersfield College          | Executive Vice President, Academic Affairs/Student Services          |
|   | Cerro Coso Community College | Vice President, Academic Affairs<br>Vice President, Student Services |
|   | Porterville College          | Vice President, Academic Affairs                                     |

Educational Services  
Functional Mapping for Decision-Making

| Function  | Service Provider(s)          | Title   |
|---|------------------------------|---|
| Schedule Development  |                              |   |
| Schedule - Decentralized with review for compliance with District-wide standards  | District Office              | Vice Chancellor, Educational Services   |
|   | Bakersfield College          | Executive Vice President, Academic Affairs/Student Services                                       |
|   | Cerro Coso Community College | Vice President, Academic Affairs  |
|   | Porterville College          | Vice President, Academic Affairs  |
| Centralized at Educational Services in collaboration with Colleges  | District Office              | Vice Chancellor, Educational Services<br>Associate Chancellor, Economic and Workforce Development |
|   | Bakersfield College          | Dean, Career and Technical Education  |
|   | Cerro Coso Community College | Dean, Career and Technical Education  |
|   | Porterville College          | Dean, Career and Technical Education  |
| Strategic Planning-District-wide  |                              |   |
| Centralized at Educational Services in collaboration with Colleges<br><br>College specific strategic planning decentralized | District Office              | Vice Chancellor, Educational Services<br>Associate Chancellor, Economic and Workforce Development |
|   | Bakersfield College          | Dean, Career and Technical Education  |
|   | Cerro Coso Community College | Dean, Career and Technical Education  |
|   | Porterville College          | Dean, Career and Technical Education  |

Educational Services  
Functional Mapping for Decision-Making

| Function  | Service Provider(s)          | Title  |
|---|------------------------------|--|
| Student Services  |                              |  |
| Decentralized operations with policies and related procedures coordinated by Educational Services | District Office              | Vice Chancellor, Educational Services                    |
|   | Bakersfield College          | Associate Vice President, Student Services               |
|   | Cerro Coso Community College | Vice President, Student Services                         |
|   | Porterville College          | Vice President, Student Services                         |
| Tech Prep   |                              |  |
| Centralized at Educational Services in collaboration with Colleges                                | District Office              | Vice Chancellor, Educational Services                    |
|   |                              | Associate Chancellor, Economic and Workforce Development |
|   | Bakersfield College          | Dean, Career and Technical Education                     |
|   | Cerro Coso Community College | Dean, Career and Technical Education                     |
|   | Porterville College          | Dean, Career and Technical Education                     |

Educational Services  
Functional Mapping for Decision-Making

| Function   | Service Provider(s)          | Title  |
|--|------------------------------|--|
| VTEA   |                              |  |
| Decentralized with facilitated planning and review by Educational Services | District Office              | Vice Chancellor, Educational Services                    |
|  |                              | Associate Chancellor, Economic and Workforce Development |
|  | Bakersfield College          | Dean, Career and Technical Education                     |
|  | Cerro Coso Community College | Dean, Career and Technical Education                     |
|  | Porterville College          | Dean, Career and Technical Education                     |
| Workforce/Economic Development   |                              |  |
| Decentralized with facilitated planning and review by Educational Services | District Office              | Vice Chancellor, Educational Services                    |
|  |                              | Associate Chancellor, Economic and Workforce Development |
|  | Bakersfield College          | Dean, Career and Technical Education                     |
|  | Cerro Coso Community College | Dean, Career and Technical Education                     |
|  | Porterville College          | Dean, Career and Technical. Education                    |

## VICE CHANCELLOR, HUMAN RESOURCES



**Vice Chancellor, Human Resources  
District Office  
Kern Community College District  
JOB DESCRIPTION**

**Major Responsibilities**

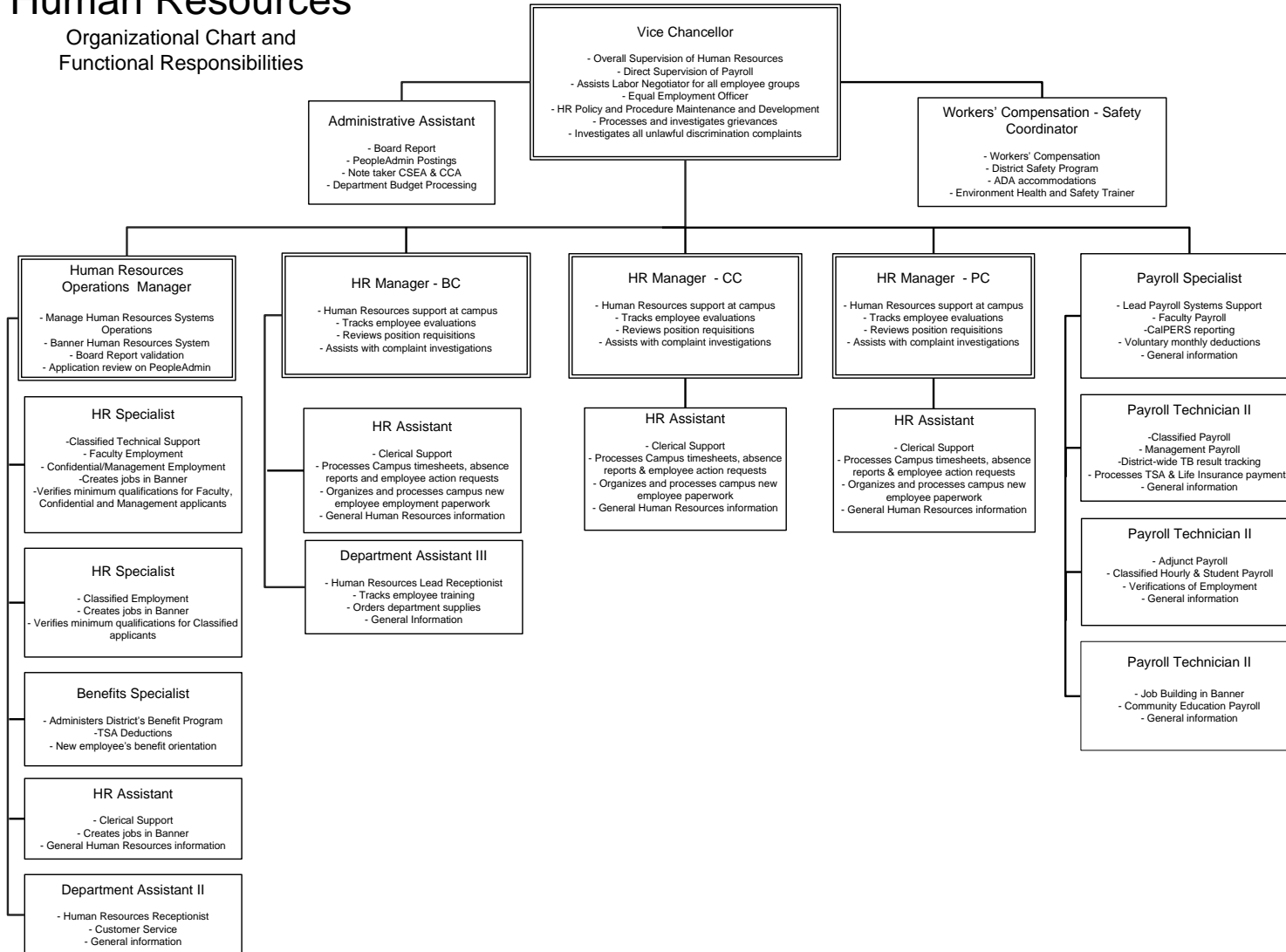
Under the direction of the Chancellor, the Vice Chancellor, Human Resources is responsible to plan, organize, coordinate, and direct the District's comprehensive human resources management and employee relations program; negotiate, interpret, and assure compliance with collective bargaining agreements and various State and Federal laws, codes, rules, and regulations related to human resources; oversee staff development programs; supervise and direct District payroll, workers compensation and benefit operations and programs.

# Human Resources

## Functional Mapping for Decision Making

### Human Resources

#### Organizational Chart and Functional Responsibilities



Human Resources  
Functional Mapping for Decision Making

| Function  | Service Provider(s)  | Title  |
|---|--|--|
| Human Resources and Payroll   |  |  |
| <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Screening &amp; Employment</li> <li>• Evaluations</li> <li>• HR Information Systems</li> <li>• Custodians of Personnel Files</li> </ul> <p>Centralized at District Office in coordination with Colleges</p> | <p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p> | <p>Vice Chancellor, Human Resources</p> <p>Human Resources Manager</p> <p>Human Resources Manager</p> <p>Human Resources Manager</p> |
| Prioritizing, allocation and placement of staff at appropriate location   |  |  |
| <p>Centralized function initiated by Colleges and supported by District Office</p>  | <p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p> | <p>Vice Chancellor, Human Resources</p> <p>Human Resources Manager</p> <p>Human Resources Manager</p> <p>Human Resources Manager</p> |

Human Resources  
Functional Mapping for Decision Making

| Function   | Service Provider(s) | Title                            |
|--|---------------------|----------------------------------|
| Collective Bargaining  |                     |                                  |
| <ul style="list-style-type: none"> <li>• Negotiations</li> <li>• Implement Contract</li> <li>• Compliance</li> <li>• Enforce Grievance Procedure and Implementation</li> <li>• Layoffs</li> </ul> <p>Centralized</p> | District Office     | Vice Chancellor, Human Resources |
| Compensation and Payroll Coordination  |                     |                                  |
| <ul style="list-style-type: none"> <li>• Supervise and Direct District Payroll</li> <li>• Worker's Compensation</li> <li>• Benefit Operations and Programs</li> </ul> <p>Centralized</p>                             | District Office     | Vice Chancellor, Human Resources |

Human Resources  
Functional Mapping for Decision Making

| Function   | Service Provider(s)   | Title   |
|--|---|---|
| Risk Management, Employee Safety, Security, and Employee Benefits, Worker's Compensation, Health and Welfare     |   |   |
| Centralized at District Office in coordination with Colleges<br>Confer with General Counsel<br>Staff Development | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Human Resources<br>Human Resources Manager<br>Human Resources Manager<br>Human Resources Manager |

## VICE CHANCELLOR, OPERATIONS MANAGEMENT

**Vice Chancellor, Operations Management  
District Office  
Kern Community College District  
JOB DESCRIPTION**

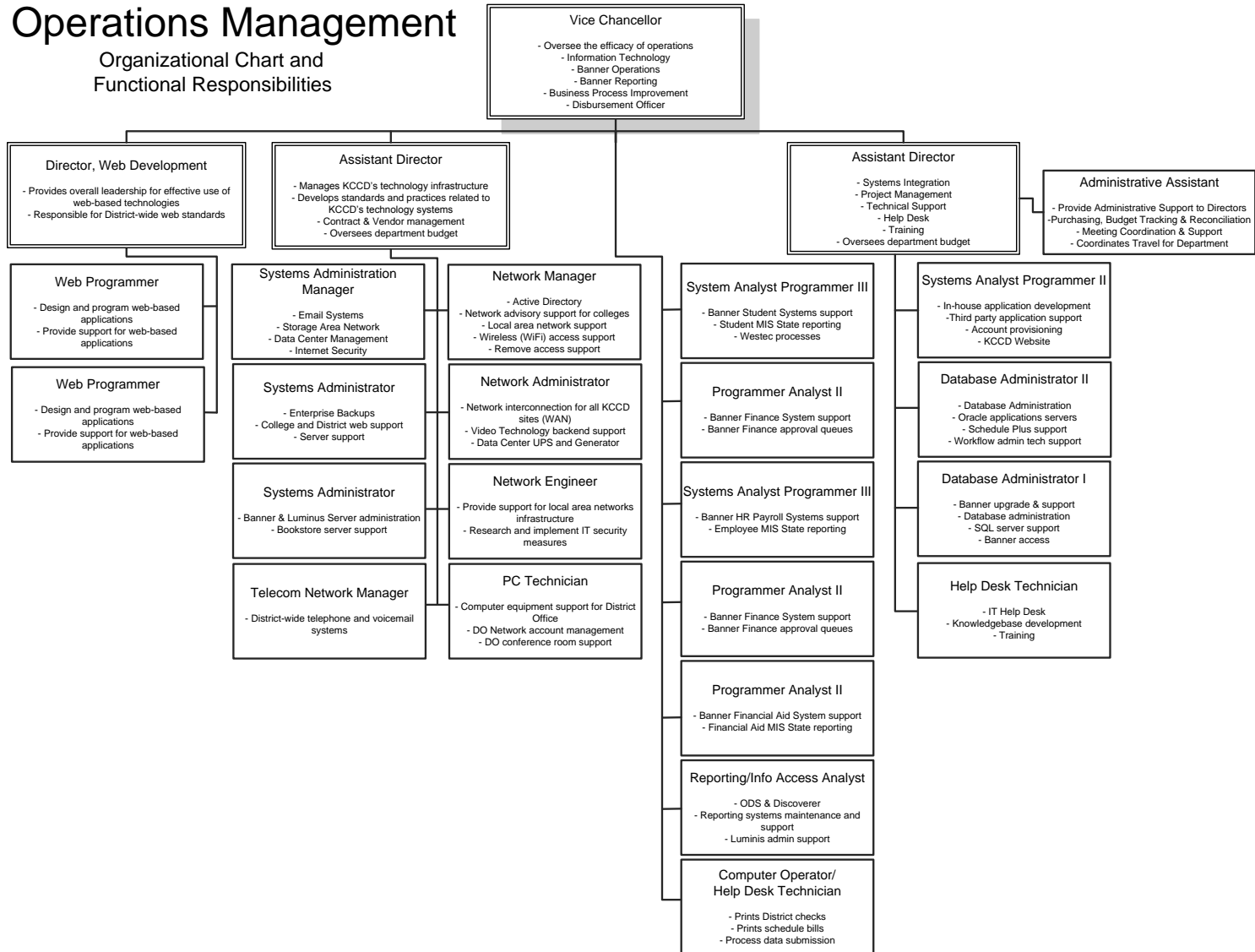
**Major Responsibilities**

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 Management Functional Mapping for Decision-Making

## Operations Management

### Organizational Chart and Functional Responsibilities





Operations Management  
Functional Mapping for Decision-Making

| Function   | Service Provider(s)   | Title  |
|--|---|--|
| Information Technology   |   |  |
| Application/Systems Support Services<br><br>Database Administration<br>In-house systems<br>Third-party systems<br><br>Transitioning to Centralized with coordination from the Colleges | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Assistant Director, Information Technology<br><br>Director, Information Technology Services<br><br>Director, Information Technology<br><br>Director, Information Technology                  |
| Infrastructure Services<br><br>Network Management<br>Server Management<br>Video Technology Management<br><br>Transitioning to Centralized with input from the Colleges                 | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Assistant Director, Information Technology (Infrastructure)<br><br>Director, Information Technology Services<br><br>Director, Information Technology<br><br>Director, Information Technology |
| Internet/Email Services<br><br>Centralized with input from the Colleges  | District Office   | Assistant Director, Information Technology (Infrastructure)  |

Operations Management  
Functional Mapping for Decision-Making

| Function   | Service Provider(s)  | Title  |
|--|--|--|
| <p>Telecommunications</p> <p>Centralized with support from the Colleges</p>  | District Office  | Assistant Director, Information Technology (Infrastructure)  |
| <p>Technology Support Services</p> <p>Desktop Support<br/>Classroom and Computer Lab<br/>Support Training</p> <p>Decentralized with support from District Office</p> | <p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p> | <p>Assistant Director, Information Technology</p> <p>Director, Information Technology Services</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p> |
| System Operations  |  |  |
| <p>Banner and Related Systems</p> <p>Information Access and Reporting</p> <p>Centralized at District Office with input from the Colleges</p>                         | <p>District Office</p> <p>District Office</p>  | <p>Vice Chancellor, Operations Management</p> <p>Vice Chancellor, Operations Management</p>  |

# 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

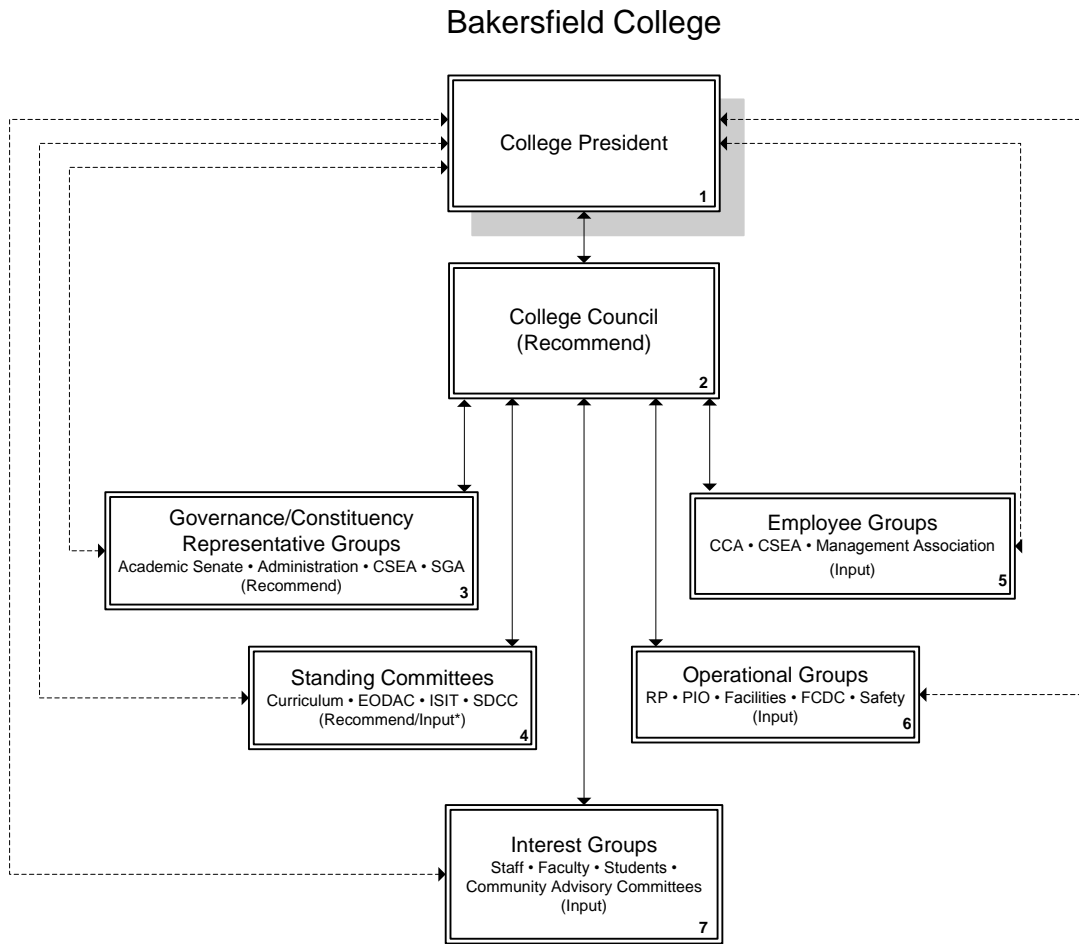
## Bakersfield College Decision Making Process

At Bakersfield College, most college decisions are made by the President (or designee) with recommendations and input from a variety of groups. Formal recommendations and/or input may be made by these groups as described below:

- The [College Council](#) is a formal structure through which many recommendations, input and communication flow.
  - A number of governance/constituency representative groups have responsibilities to make recommendations to the President through College Council or through direct lines of communication. These groups take their authority from various sections of Education Code, [Assembly Bill 1725](#) (AB1725), Senate Bill 235 (SB235) and [Title 5](#). Those groups are:
    - [Academic Senate](#)
    - [College Administration](#)
    - [California School Employees Association \(CSEA\)](#)
    - [Student Government Association \(SGA\)](#)
  - [Standing committees](#) make recommendations and provide input on relevant issues through their representatives on the following or directly to the President:
    - Accreditation, Administrative Council, Assessment, Budget, College Council, Commencement, Committee on Committees, Curriculum, Extended Learning, EAC, Enrollment Management, EODAC, Equivalence, Facilities Planning, General Education, ISIT, IEC, Levan, Matriculation, President's Cabinet, Scholarship, SDCC, and Student Conduct Hearing
- There are three formal employee groups that may provide input on issues affecting working conditions. The Community College Association (CCA) represents faculty members, CSEA represents classified staff and the Management Association represents managers.
- Operational groups of the college provide input directly to the President or through College Council. Operational groups may include:
    - Academic Senate
    - California School Employees Association
    - Institutional Research and Planning
    - Public Information
    - Bakersfield College Foundation
    - Facilities Committee
    - Faculty Chairs/Directors Council
    - Safety Committee

- Input is also provided by interest groups which may include faculty, staff, students, advisory committees and other community members.

Any employee or student of the college may raise issues, voice concerns, and/or provide input on issues under discussion or consideration by way of the groups listed above.



**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.

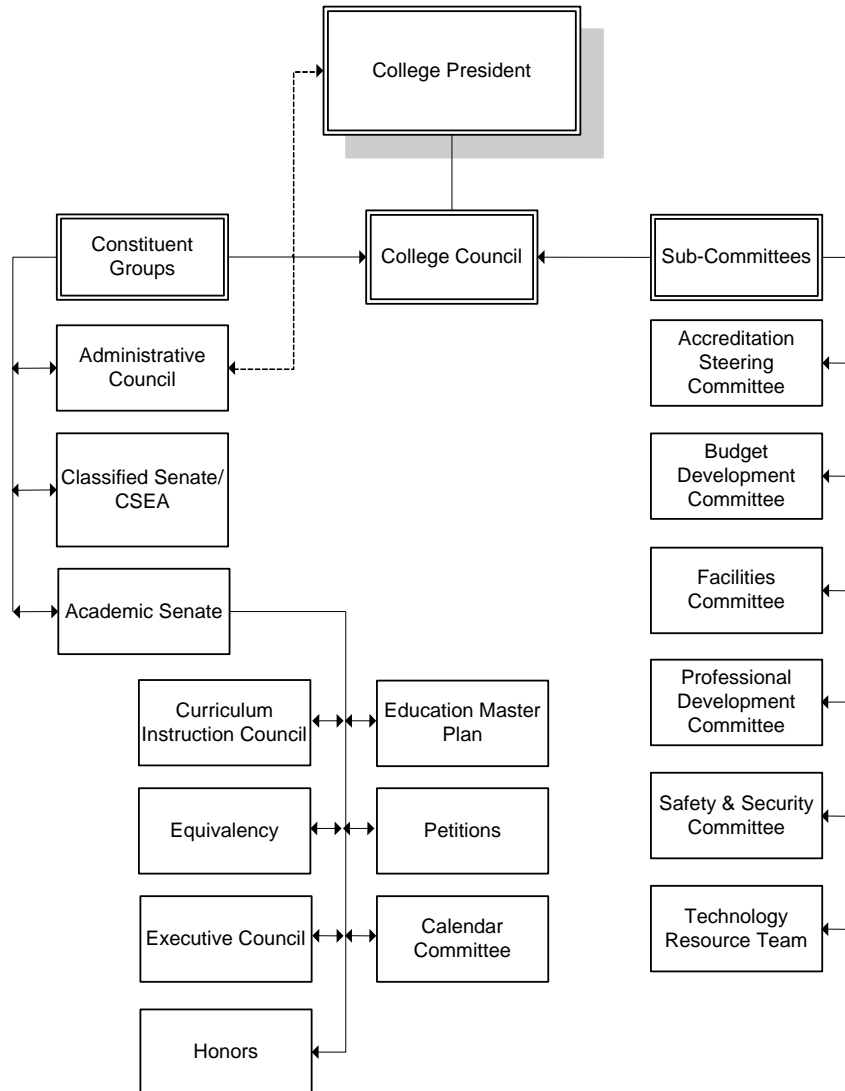
# Cerro Coso Community College Decision Making Process

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



# **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.

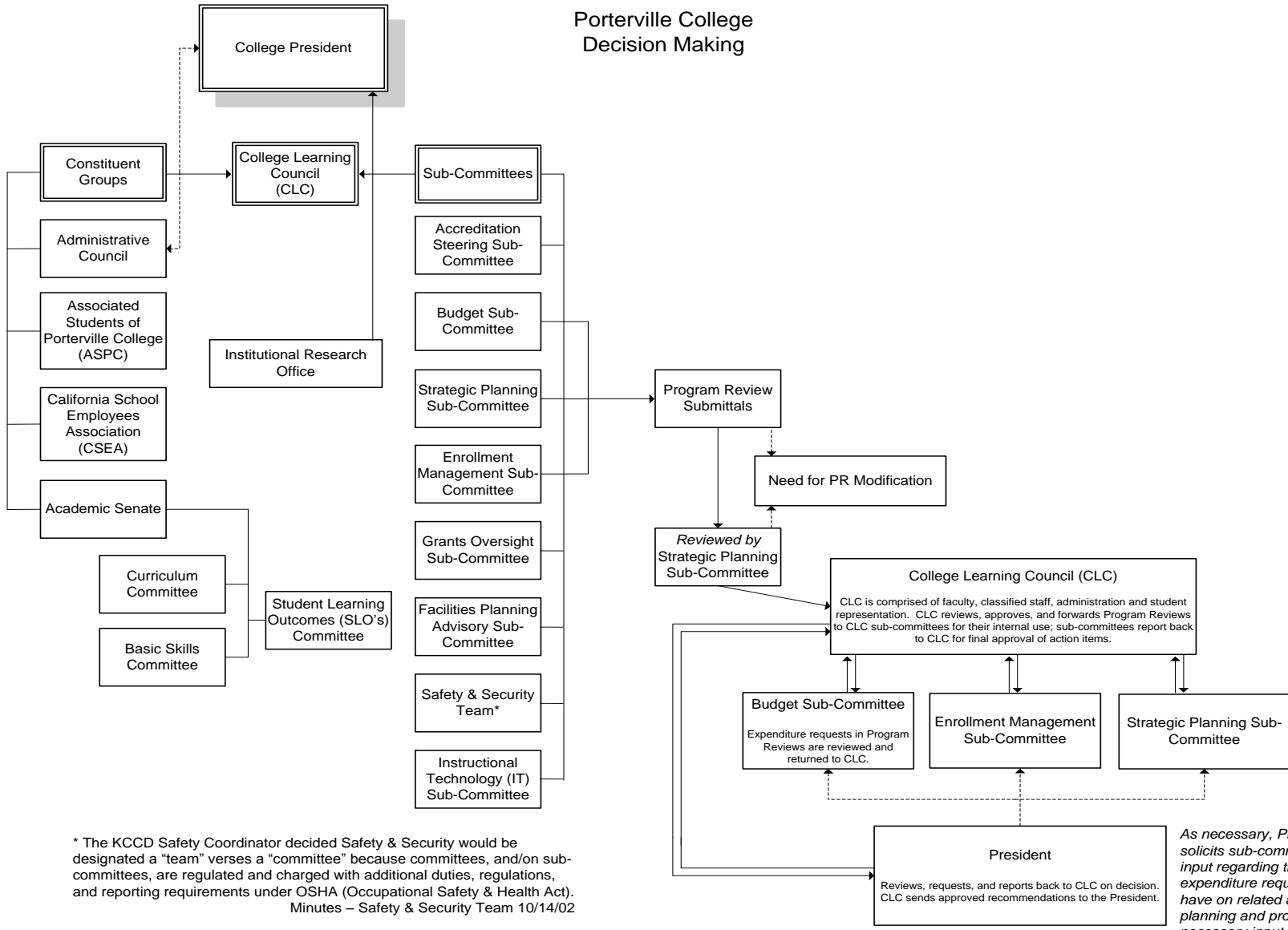
This dialogue promotes trust and broadens the sense of participation within the campus community. While many of the campus decisions result from this collegial process, it is recognized that the determinations reached through the participatory process are advisory to the College President who is the 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 sub-committees, are regulated and charged with additional duties, regulations, and reporting requirements under OSHA (Occupational Safety & Health Act).  
Minutes – Safety & Security Team 10/14/02

*As necessary, President solicits sub-committee input regarding the impact expenditure request may have on related areas of planning and provides any necessary input to sub-committees.*