



# The Elements of Decision Making

Updated 2024

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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 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.

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: Deputy Chancellor, CFO, CIO, and the Vice Chancellors of Human Resources, Educational Services, and Workforce and Economic Development, and Associate Vice Chancellors, all of whom report directly to the Chancellor, Deputy Chancellor, or a Vice 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 five (5) Board of Trustees committees that lead to the end of the decision making cycle to evaluate: accreditation, finance and auditing, legislative, resource development and facilities, and student success with equity, 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.

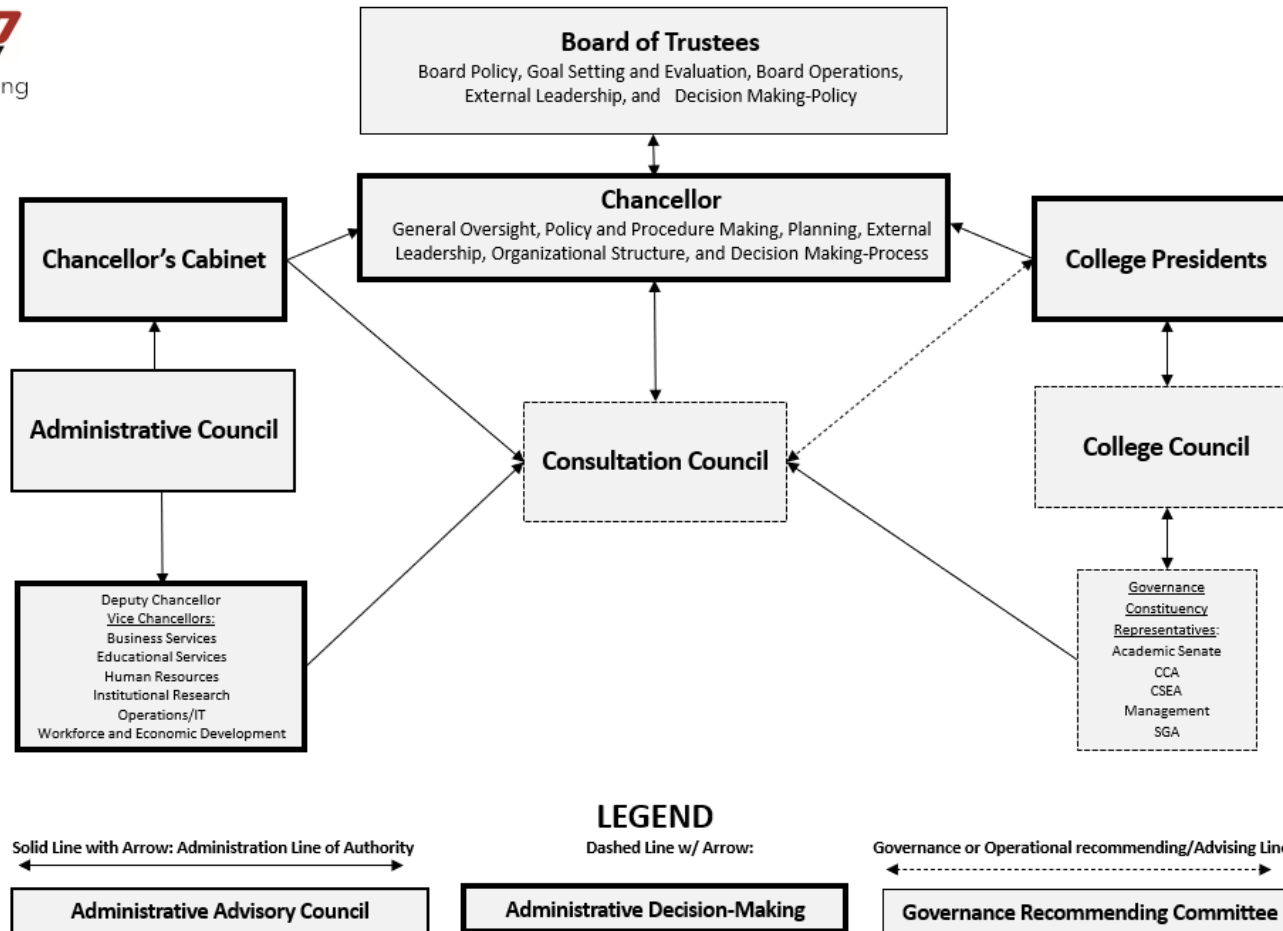
## Summary

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





The KCCD Decision Making Flow Chart



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.

## Chancellor

### **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.

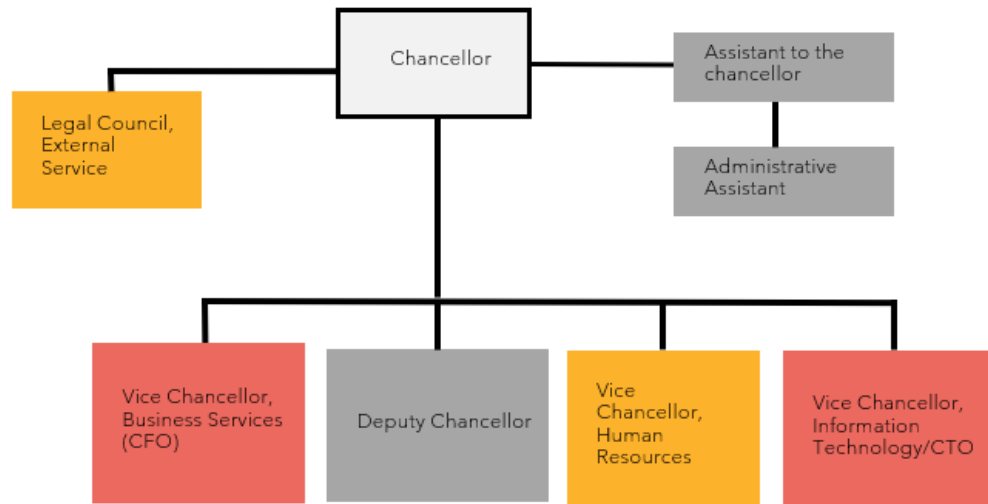
### **General Counsel (External)**

#### **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.

*Notes: Legal services are provided by an external firm.*

## Deputy Chancellor Organizational Chart



Updated 1.2024



FUNCTION	SERVICE PROVIDER(S)	TITLE
<b>Governmental and Community Relations</b>		
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  Director, Communications and Community Relations
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	<b>Outsourced</b>  Marketing and Public Relations Manager  Director of Public Relations and Institutional Advancement  Director, Communications and Community Relations

## Deputy Chancellor

### Major Responsibilities

The Deputy Chancellor reports to the Chancellor or assigned supervisor and is senior educational administrator who serves as the Chancellor's lead executive responsible for the day-to-day operations of the District. In the absence of the Chancellor, the Deputy Chancellor serves as Acting Chancellor. The Deputy Chancellor reports directly to the District Chancellor and serves collaboratively as part of the Chancellor's Executive Cabinet.

## Director, Grants

### Major Responsibilities

The Director, Grants reports directly to the Deputy Chancellor and will plan, direct and administer the Grants Program. This Director is responsible for pre-award grant writing, coordination of grant applications for the District, as well as post-award support for staff in charge of grant funded projects and grants compliance for the District.

## Director, Programs & Program Development

### Major Responsibilities

The Director, Programs & Program Development reports directly to the Deputy Chancellor and plan, direct and administer the Grants Program. This Director is responsible for pre-award grant writing, coordination of grant applications for the District, as well as post-award support for staff in charge of grant funded projects and grants compliance for the District.

## Executive Director, Institutional Research and Reporting

### Major Responsibilities

The Executive Director, Institutional Research and Reporting reports directly to the Deputy Chancellor and is responsible for the planning, development and management of District-wide research, analysis and reporting activities. The Executive Director is responsible for disseminating analytical data related to academic, student, and administrative programs; providing technical and analytical support for institutional assessment, planning and decision-making activities; and, designing, maintaining, and manipulating databases and information systems for research, planning, and institutional accountability.

## Interim Associate Vice Chancellor, Student Success Programs and Innovation

### Major Responsibilities

The Interim Associate Vice Chancellor, Student Success Programs reports directly to the Deputy Chancellor and provides overall leadership in the planning, organization, administration, evaluation, and implementation of a comprehensive enrollment management plan, innovations and special programs throughout the District.

## Associate Vice Chancellor, Analytics and Innovation

### **Major Responsibilities**

The Associate Vice Chancellor, Analytics and Innovation reports directly to the Deputy Chancellor and provides overall leadership in the application of data, analytics, and modeling to the development of programs and initiatives that increase student engagement, access, and success as well as provide access to the benefits of education including employment in good jobs. Provides leadership and guidance in the identification, acquisition, combination, and utilization of data sources as well as the development and deployment of just-in-time analytical and machine learning models. Collaborate widely to investigate and realize the benefits of advanced analytical technologies (e.g., artificial intelligence, machine learning, deep learning) to education.

## Executive Director, Outreach and Early College

### **Major Responsibilities**

The Executive Director, Outreach and Early College reports directly to the Deputy Chancellor and provides leadership and oversight to administer, enhance and expand the high school recruitment and dual enrollment program in accord with established guidelines. The Executive Director shall build relationships with area high schools and rural areas to increase dual enrollment by assessing the needs of dual enrolled students and school districts and partner with deans, department chairs and faculty to provide courses in response to those needs; implementing marketing and promotion strategies to ensure participation; providing admission and registration support services at off-campus sites and overseeing orientation and administrative support for students and faculty.

## Executive Director, Government Relations and Development

### **Major Responsibilities**

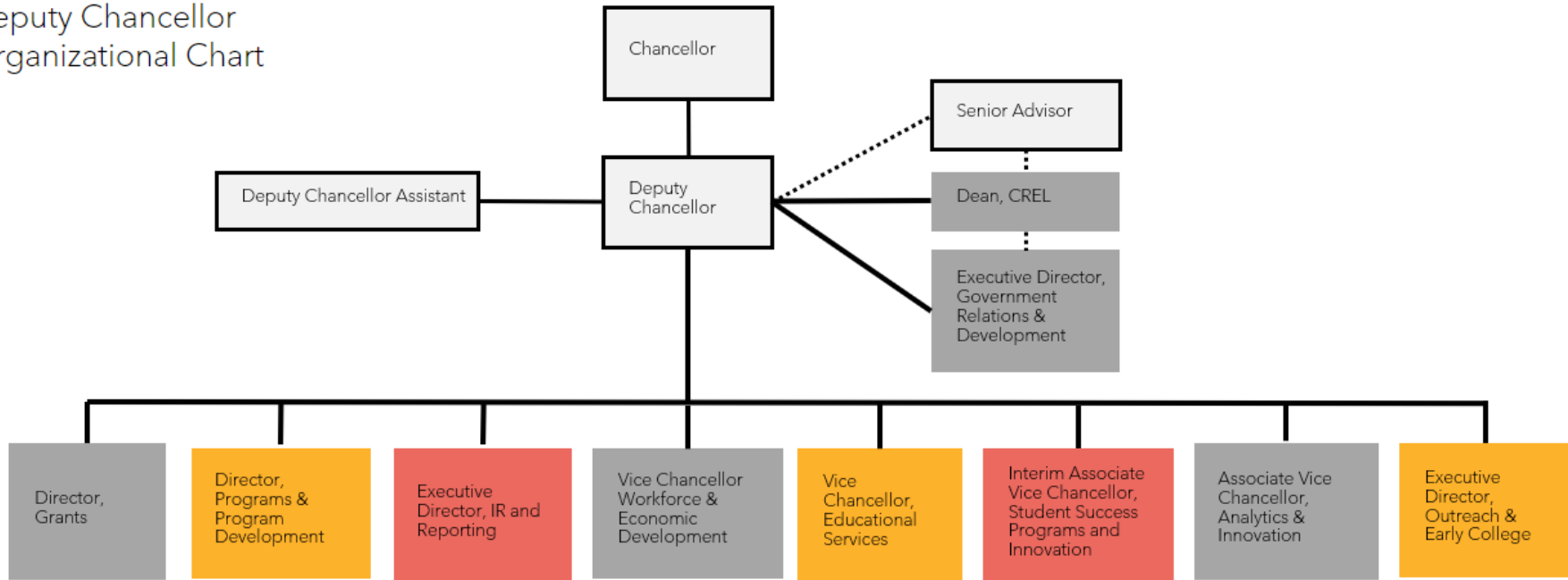
The Executive Director, Government Relations and Development reports to the Deputy Chancellor and provides leadership, organizes and implements a comprehensive public and government affairs program for the District; ensures that assigned programs meet all applicable laws, regulations and District policies; provides highly complex professional assistance to the Chancellor's Office, and other management staff in areas of expertise; fosters cooperative working relationships with District division and departments, public, private, intergovernmental and regulatory agencies and the public.

## Dean, CREL

### **Major Responsibilities**

The Dean, CREL reports to the Deputy Chancellor and provides leadership, organizes and implements the California Renewal Energy Laboratory grant.

## Deputy Chancellor Organizational Chart



Updated 12.2023



FUNCTION	SERVICE PROVIDER(S)	TITLE
<b>Research and Reporting</b>		
<p>State/Federal Reporting- (IPEDS)</p> <p>Centralized at the district office with input from the colleges</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Executive Director, Institutional Research &amp; Reporting</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p>
<p>State/Federal Reporting (MIS)</p> <p>Centralized at the district office with assistance from the colleges</p> <p>Coordination and communication from Institutional Research &amp; Reporting, file submission from Information Technology, and input from the colleges on data integrity</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Executive Director, Institutional Research &amp; Reporting, Director, Enterprise Applications</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p>
<p>Reporting and Analysis for District-wide Reports; Data Definitions and Decision Support-</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>Executive Director, Institutional Research &amp; Reporting</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p>
<p>Research Projects- (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>Executive Director, Institutional Research &amp; Reporting</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</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>Executive Director, Institutional Research &amp; Reporting</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p>

### Vice Chancellor, Educational Services

#### 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 serving as the accreditation liaison with the Colleges, directing District-wide strategic planning, and overseeing the Child Development Centers and services.

### Associate Vice Chancellor, Planning and Educational Technology

#### Major Responsibilities

The Associate Vice Chancellor, Planning and Educational Technology reports directly to the Vice Chancellor, Educational Services, and provides overall leadership in the development of district strategic plans, provides leadership and guidance in the accreditation process, and selection and implementation of educational technology.

### Associate Vice Chancellor, Enrollment Management Officer

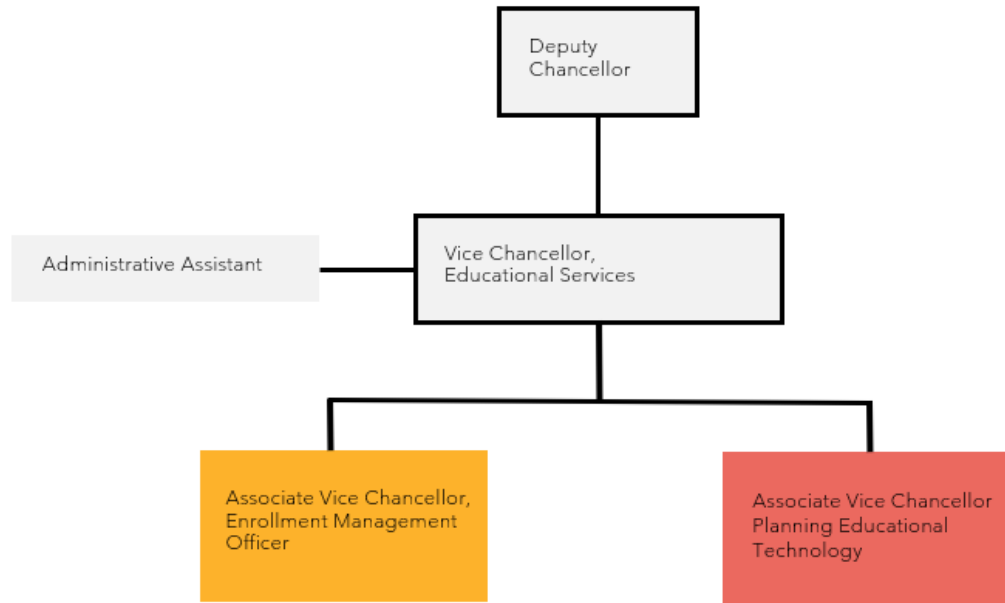
#### Major Responsibilities

The Associate Vice Chancellor, Enrollment Management Officer reports directly to the Vice Chancellor, Educational Services, and provides overall leadership in the planning, organization, administration, evaluation, and implementation of a comprehensive enrollment management plan throughout the District.

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## Educational Services Organizational Chart



Updated 1.2024

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Academic Affairs</b>		
Accreditation	District Office	Vice Chancellor, Educational Services
Decentralized with support and compliance from District Office	Bakersfield College	Presidents & Vice Presidents
	Cerro Coso Comm. College	Presidents & Vice Presidents
	Porterville College	Presidents & Vice Presidents
<b>Catalog Development</b>		
Decentralized with review for compliance with District-wide standards	District Office	Vice Chancellor, Educational Services
	Bakersfield College	Vice President of Instruction
	Cerro Coso Community College	Vice President of Instruction
	Porterville College	Vice President of Instruction
<b>Child Development Centers</b>		
Decentralized with support and compliance from Educational Services	District Office	Vice Chancellor, Educational Services
	Bakersfield College	Vice President of Instruction
	Cerro Coso Community College	Vice President of Instruction
	Porterville College	Vice President of Instruction
<b>Curriculum</b>		
Not for Credit / For Credit and Non-Credit:  Decentralized to the Colleges with review by Educational Services for state compliance	District Office	Vice Chancellor, Educational Services
	Bakersfield College	Vice President of Instruction
	Cerro Coso Community College	Vice President of Instruction
	Porterville College	Vice President of Instruction

<b>Faculty Evaluation</b>		
Decentralized with oversight for compliance and consistency from District Office	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Vice Chancellor, Educational Services  Vice Presidents of Instruction and Student Services  Vice Presidents of Instruction and Student Services  Vice Presidents of Instruction and Student Services
<b>Grant Development</b>		
Centralized at the District Office for support, compliance, and fiscal reporting  Decentralized to the Colleges for Program / Finance monitoring	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	CFO and Vice Chancellor, Educational Services  Vice Presidents of Instruction & Student Services  Vice Presidents of Instruction & Student Services  Vice Presidents of Instruction & Student Services
<b>Library/Learning Resources</b>		
Decentralized	Bakersfield College  Cerro Coso Community College  Porterville College	Vice President of Instruction  Vice President of Instruction  Vice President of Instruction
<b>Program Development</b>		
New Program Development and Program Review-  Decentralized to the Colleges with review for	District Office  Bakersfield College  Cerro Coso Community College	Executive Director, Institutional Research & Reporting  Vice Presidents of Instruction and Student Services  Vice Presidents of Instruction and Student Services

compliance by District Office	Porterville College	Vice Presidents of Instruction and Student Services
<b>Schedule Development (Academic)</b>		
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
<b>Strategic Planning-District-wide</b>		
Decentralized to the Colleges for specific strategic planning in collaboration with the District Office	District Office	Vice Chancellor, Educational Services
	Bakersfield College	Vice Presidents of Instruction & Student Services
	Cerro Coso Community College	
	Porterville College	
<b>Student Services</b>		
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

## Vice Chancellor, Workforce and Economic Development

### **Major Responsibilities**

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

## Director, Workforce and Economic Development

### **Major Responsibilities**

The Director, Workforce and Economic Development reports to the Vice Chancellor, Workforce and Economic Development and provides leadership and is responsible for the development, coordination, planning, and supervision of fiscal and instructional support for Workforce Development programs and initiatives.

## Executive Director, Customizing and Corporate Training

### **Major Responsibilities**

The Executive Director, Customizing and Corporate Training reports to the Vice Chancellor, Workforce and Economic Development and provides employer needs assessments, schedules training with instructors, employment training panel contract processing and program marketing.

## Director, Kern Adult Education Consortium

### **Major Responsibilities**

The Director, Kern Adult Education Consortium reports to the Vice Chancellor, Workforce and Economic Development and leads and facilitates Adult Education Consortium, student data reporting, fiscal reporting, budgeting, planning, support, consortium management, ensuring alignment with state requirements, and program area reporting.

## *Director, California Compliance School*

### **Major Responsibilities**

The Director, California Compliance School reports to the Executive Director, Customizing and Corporate Training and is responsible for planning, organizing, directing and coordinating the activities of the California Compliance School. The Director is responsible for establishment of partnerships with state, county and local agencies engaged in environmental hazardous materials handling and waste management for the purposes of serving as a source for both preventative and remedial training.

## *Director, Incumbent Worker Training Pathway Development*

### **Major Responsibilities**

The Director, California Compliance School reports to the Executive Director, Customizing and Corporate Training and provides oversight and management of the implementation of multiple programs. Responsible for departmental planning and operations related to compliance and grant management. Responsible for the identification and development of funding and partnership opportunities; grant writing and tracking of grant applications.

#### Associate Vice Chancellor, Central Motherlode Regional Consortium

##### **Major Responsibilities**

The Associate Vice Chancellor, Central Motherlode Regional Consortium reports to the Vice Chancellor, Workforce and Economic Development and provides guidance, support, planning, organization, evaluation and implementation of Workforce and Economic Development programs and initiatives.

#### Director, Programs and Compliance

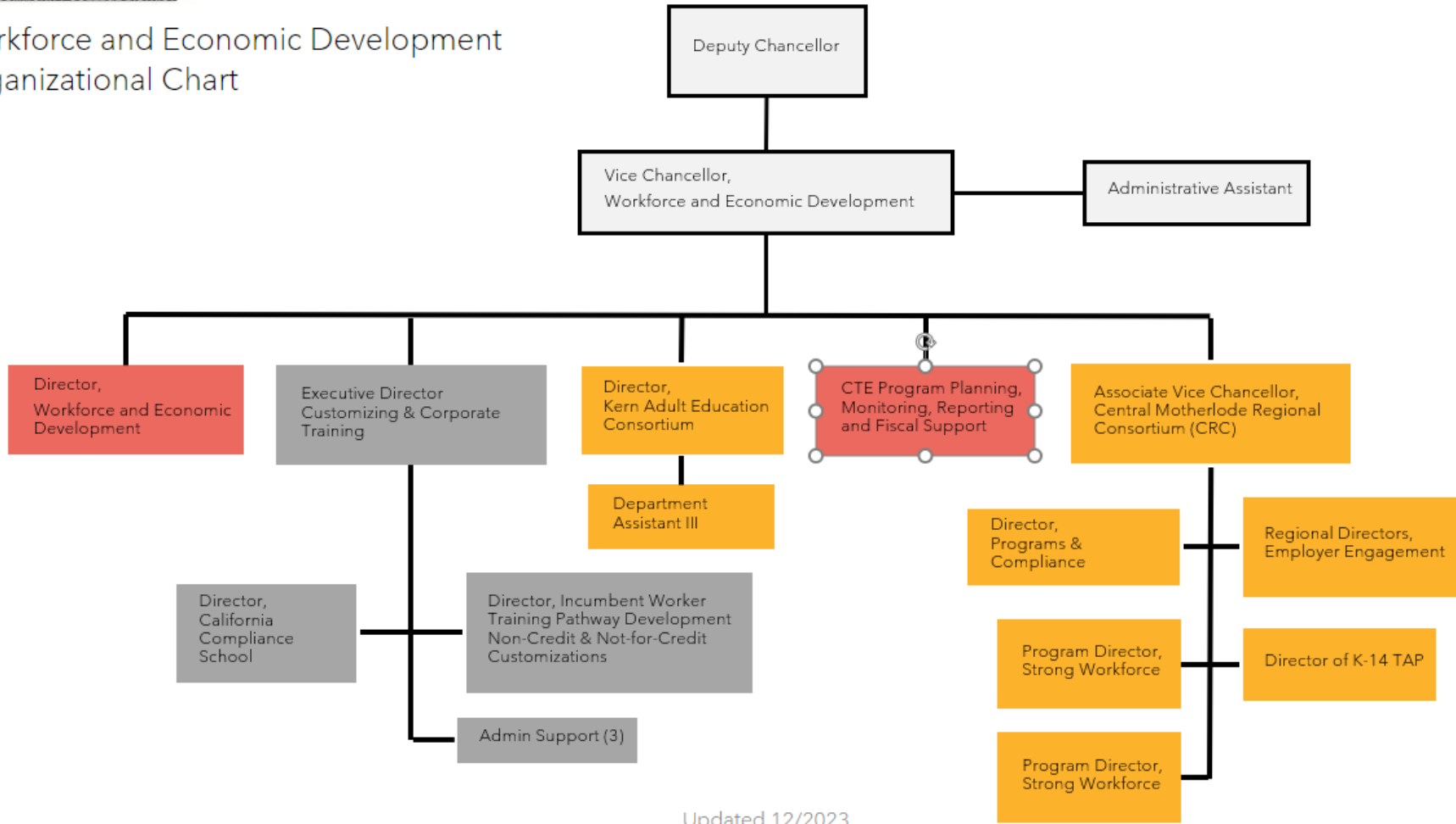
##### **Major Responsibilities**

The Director, Programs and Compliance reports to the Associate Vice Chancellor, Central Motherlode Regional Consortium and provides oversight to various grant funded projects and implements operational systems to ensure contractual, fiscal and operational compliance with all department, district, state and federal grants management and reporting policies and procedures. Grant funded projects oversight includes the development of contracts and subcontracts; coordinates and interfaces with local, State and Federal agencies, sub-grantees, and others; coordinates allocations of all funds, ensuring efficiency and compliance with all laws, policy, and regulations in use of those funds; performs related work as required. This position is contingent on funding.





# Workforce and Economic Development Organizational Chart



Updated 12/2023

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Adult Education</b>		
Centralized with facilitated planning and review by Workforce and Economic Development	District Office	Vice Chancellor, Workforce and Economic Development
	Bakersfield College	Director, Rural/Adult Education
	Cerro Coso College	Dean, Career and Technical Education
	Porterville College	Dean, of Instruction
	Kern Adult Education Consortium	Delano Joint Union High, Inyo Co. Office of Education, Kern High School District, McFarland Unified, Mojave Unified, Mono Co. Office of Education, Muroc Joint Unified, Porterville Unified, Sierra Sands Unified, Tehachapi Unified, Trona Joint Unified, Wasco Union High
<b>Career and Technical Programs</b>		
Decentralized with facilitation from Workforce and Economic Development	District Office	Vice Chancellor, Workforce and Economic Development
	Bakersfield College	Dean, of Instruction
	Cerro Coso Community College	Dean, Career and Technical Education
	Porterville College	Dean, of Instruction

<b>Leadership Academy</b>		
Centralized at the District Office with coordination from Vice Chancellor, Workforce and Economic Development and College Presidents	District Office Bakersfield College Cerro Coso Community College Porterville College	Vice Chancellor, Workforce and Economic Development  College Presidents
<b>Workforce/Economic Development</b>		
Decentralized with facilitated planning and review by Workforce and Economic Development	District Office  Bakersfield College Cerro Coso Community College Porterville College	Vice Chancellor, Workforce and Economic Development  Vice President, Instruction Vice President, Instruction Vice President, Instruction
<b>VTEA</b>		
Decentralized with facilitated planning and review by Workforce and Economic Development	District Office Bakersfield College Cerro Coso Community College Porterville College	Vice Chancellor, Workforce and Economic Development  Vice President, Instruction Vice President, Student Services Vice President, Student Services

## Vice Chancellor, Finance and Administrative Services - Chief Financial Officer

### 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.

## Associate Vice Chancellor, Accounting Services

### Major Responsibilities

The Associate Vice Chancellor, 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.

## Director, Budgets and Operations

### Major Responsibilities

The Director, Budgets and Operations reports directly to the Vice Chancellor, Finance and Administrative Services and manages the District's budget function and related operational areas.

## Associate Vice Chancellor, Facilities and Construction Planning

### Major Responsibilities

The Associate Vice Chancellor, Facilities and Construction reports direction to the Vice Chancellor, Finance and Admin Services and is responsible for the administration and management of all District facilities planning, design and construction functions and activities. The position is responsible for the day to day direction and supervision of all District capital planning activities, project design and development, and construction activity for major capital and minor capital projects, including remodel, renovation, and new construction. The position further ensures that District plans, designs and construction of all capital projects are functional, sustainable, well designed, and cost effective.

## Director, Construction Services

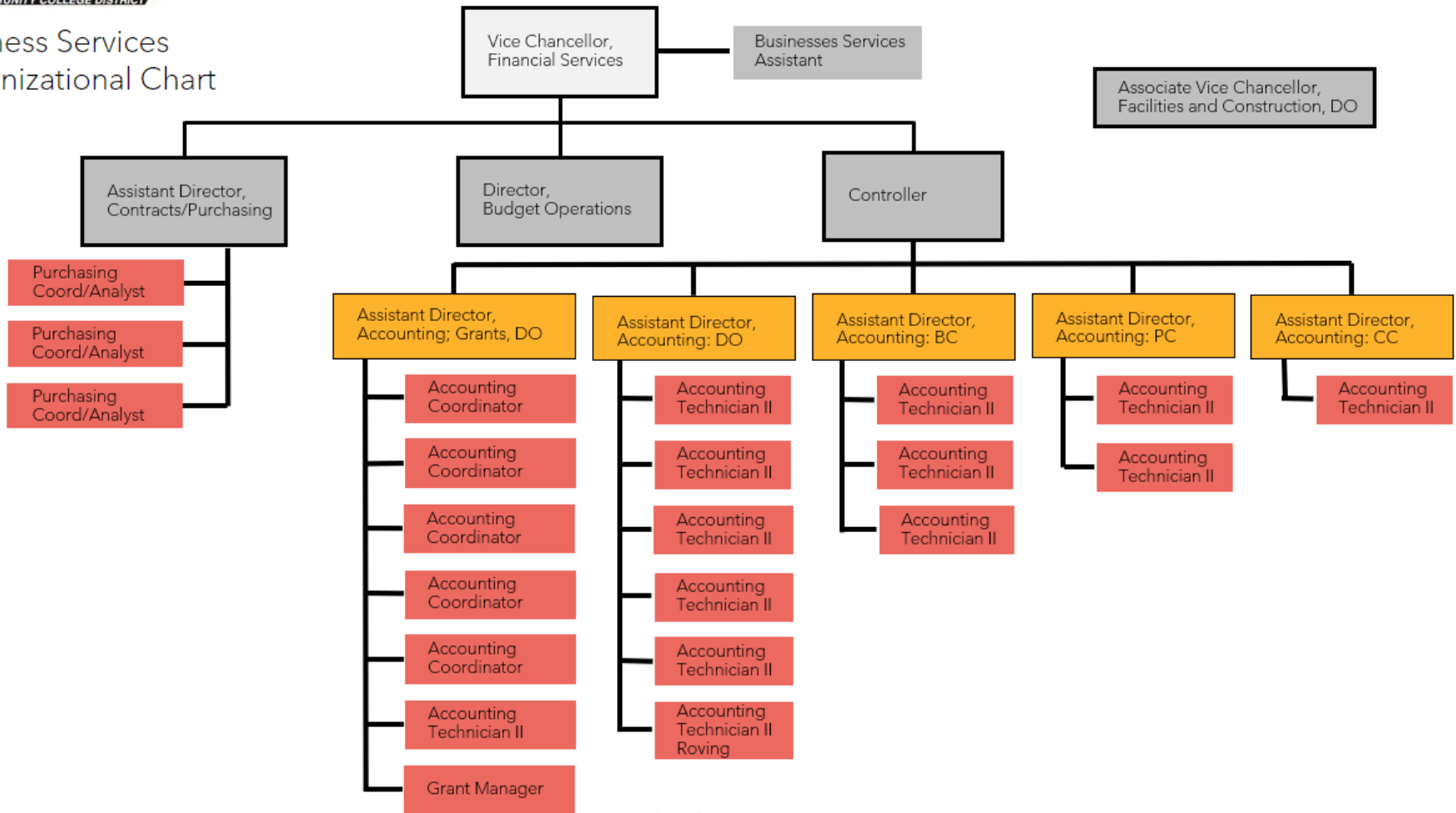
### Major Responsibilities

The Director, Construction Services reports directly to the Associate Vice Chancellor, Facilities and Construction Planning and is responsible for the administration and management of all District facilities planning, design and construction functions and activities. The position is responsible for the day-to-day

direction and supervision of all District capital planning activities, project design and development, and construction activity for major capital and minor capital projects, including remodel, renovation, and new construction. The position further ensures that District plans, designs and construction of all capital projects are functional, sustainable, well designed, and cost effective.

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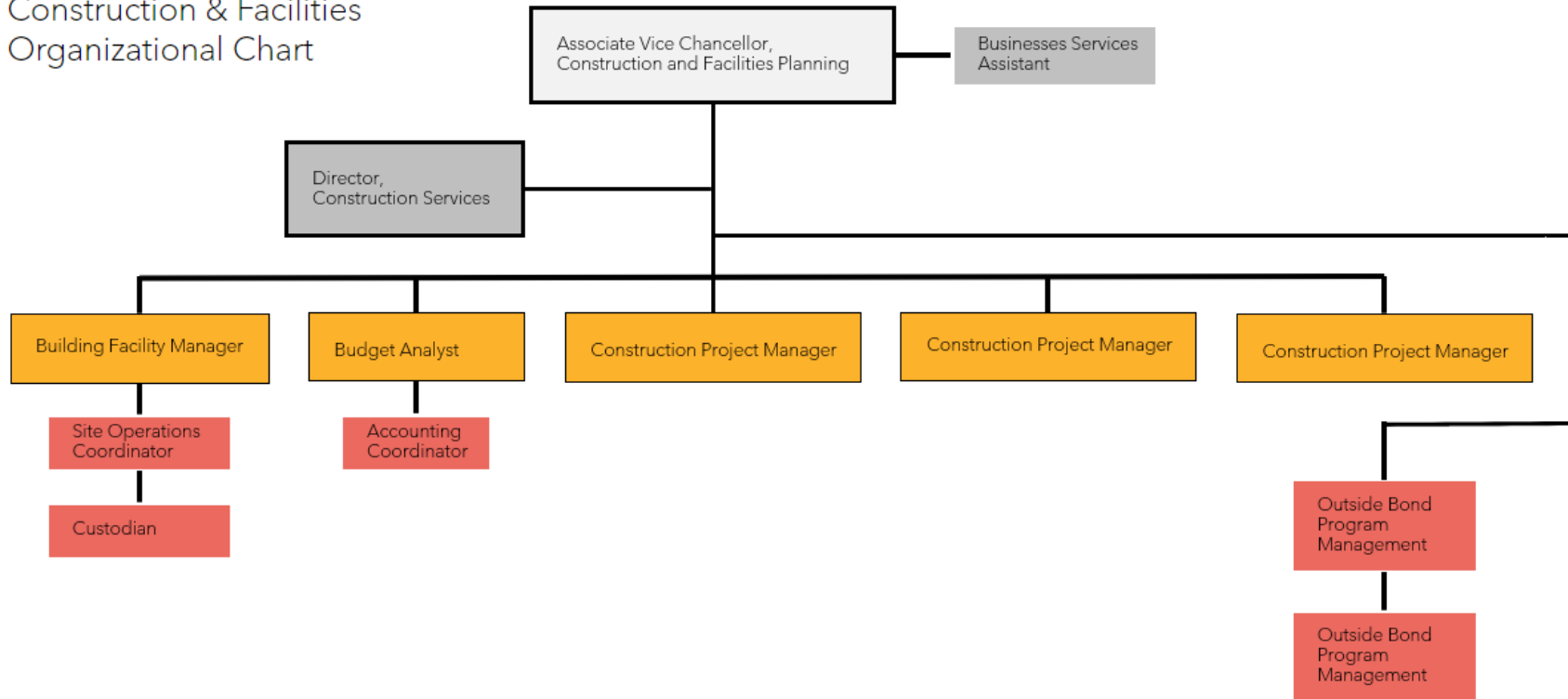
# Business Services Organizational Chart



Updated 12/2023



# Construction & Facilities Organizational Chart



Updated 12/2023



<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Budget Development / Business Services</b>		
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
<b>Finance</b>		
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
<b>Business Services</b>		
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
<b>Liability Insurance</b>		



General Liability- Centralized at District Office	District Office	Chief Financial Officer
<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Facilities Planning and Construction</b>		
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 Cerro Coso Community College	Director, Maintenance & Operations Director, Maintenance & Operations
Energy Management- Decentralized to the Colleges	Porterville College	Director, Maintenance & Operations
<b>Auxiliary Services (Bookstore &amp; Food Services)</b>		
Bookstore- Outsourced ECampus and UGS	District Office	Chief Financial Officer
Food Services- Decentralized with financial audit from District Office	Bakersfield College Cerro Coso Community College Porterville College	Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance
<b>Foundation</b>		
Decentralized with audit services from District Office	District Office Bakersfield College Cerro Coso Community College Porterville College	Chief Financial Officer Director, Foundation Director, Foundation Executive Director, Foundation

<b>Graphic Design/Duplicating</b>		
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
<b>Maintenance and Operations</b>		
Custodial, Grounds, and Trades-	District Office-Chancellor's Office	Building Facility Manager
Decentralized	Bakersfield College	Maintenance & Operations Manager
	Cerro Coso Community College	Maintenance & Operations Manager
	Porterville College	Executive Director, Maintenance & Operations

## Vice Chancellor, Human Resources

### 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.

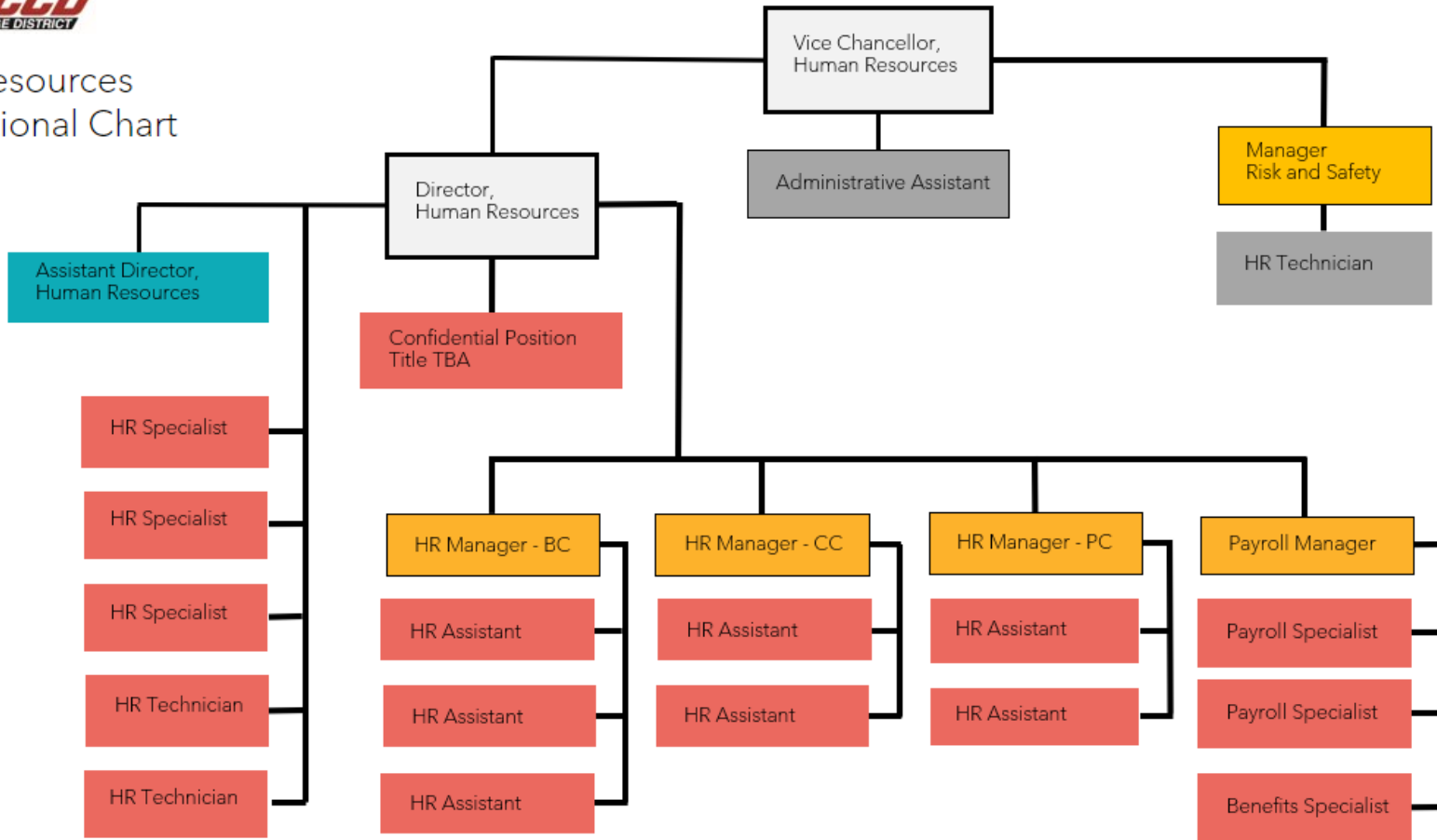
## Director, Human Resources

### Major Responsibilities

The Director, Human Resources reports directly to the Vice Chancellor, Human Resources and plans, directs, manages, supervises, and oversees the daily activities and operations of the District's Human Resources and/or assigned college functions including recruitment and employment, classification and compensation, performance management, training, HRIS, and employee relations; coordinates assigned activities with other departments, divisions, and outside agencies; and provides highly responsible and complex administrative support to the Vice Chancellor, Human Resources.

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# Human Resources Organizational Chart



Updated 12.2023



FUNCTION	SERVICE PROVIDER(S)	TITLE
<b>Human Resources</b>		
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
<b>Staffing</b>		
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  Director, Human Resources
<b>Labor and Employee Relations</b>		
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
<b>Payroll</b>		
Centralized at District Office	District Office	Vice Chancellor, Human Resources and Payroll Manager

<b>Enterprise Risk Management</b>		
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

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## Vice Chancellor, Information Technology/CIO

### Major Responsibilities

The Vice Chancellor, IT/CIO 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.

## Deputy Chief Information Officer

### Major Responsibilities

The Deputy Chief Information Officer reports directly to the Vice Chancellor, Information Technology in managing daily operations and providing professional direction and leadership for technology projects and partnerships that support the strategic vision of KCCCD, with a focus on leading innovations in technology and implementing technology-focused partnerships that benefit specific district priorities and goals.

## Director, IT Security

### Major Responsibilities

The Director, IT Security reports directly to the Vice Chancellor, Information Technology and develops and implements procedures, policies, strategies and standards in the management of the district's IT Security program.

## Interim Director, Enterprise Applications

### Major Responsibilities

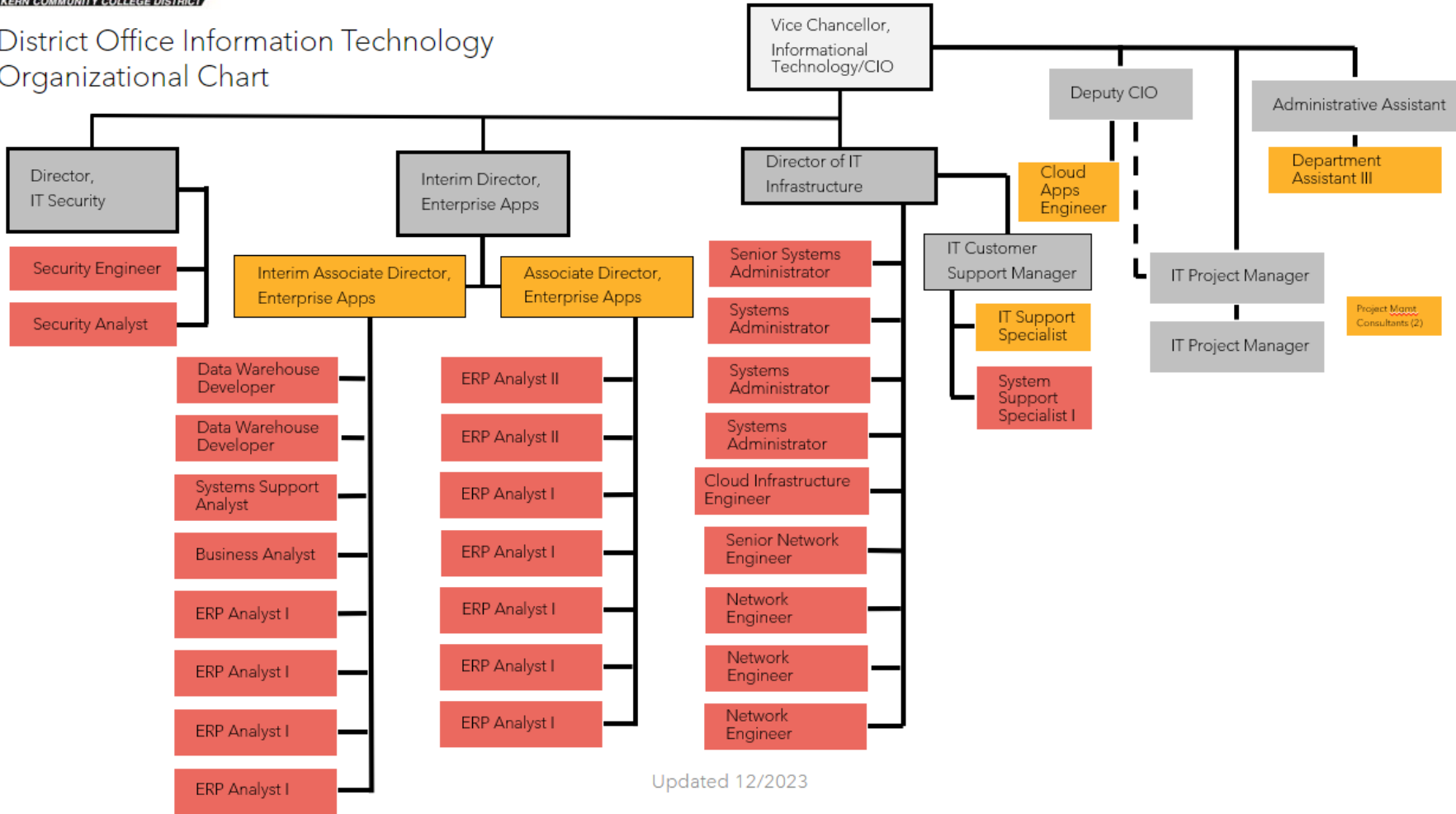
The Interim Director, Enterprise Applications reports directly to the Vice Chancellor, Information Technology and is responsible for providing leadership, strategic direction, and guidance for the architecture, implementation, integration, maintenance and enhancement of KCCCD's IT Enterprise Applications. The Director, Enterprise Applications will lead the strategy, coordination, planning, and execution of IT Enterprise Application initiatives to enable KCCCD in meeting its goals and objectives.

## Director, Infrastructure

### Major Responsibilities

The Director, Infrastructure reports directly to the Vice Chancellor, Information Technology. Major responsibility and leadership accountability areas include: Cloud infrastructure, Data Centers, Servers, Storage, Backup/Recovery and Disaster Recovery, Microsoft Systems (Active Directory, Office 365), LAN, Wi-Fi, Wide-Area Networks (WAN), Telecom, Mass Notification Systems and IT Customer Support; and related work as required.

## District Office Information Technology Organizational Chart





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

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<p><u>Infrastructure (cont.):</u></p> <p>Problem troubleshooting and resolution; Help Desk Operations-</p> <p>Hybrid: District Office and Colleges jointly responsible for this.</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Director of IT Infrastructure</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p>
<p><u>IT Security Management:</u></p> <p>Architecture, Strategy, Standards, Policies and Compliance-</p> <p>Centralized with input from the Colleges</p>	<p>District Office</p>	<p>Chancellor, IT/CIO and Director of IT Security</p>
<p><u>IT Security Operations:</u></p> <p>Firewalls, DDoS, Identity Management, Single Sign-on and related systems-</p> <p>Centralized with input from the Colleges</p>	<p>District Office</p>	<p>Chancellor, IT/CIO and Director of IT Security</p>

<p><u>IT Security:</u></p> <p>Client devices (Computers, Laptops, etc...)</p> <p>Hybrid: District Office and Colleges jointly responsible for this</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Director of IT Security</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p>
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FUNCTION	SERVICE PROVIDER(S)	TITLE
<p>Banner and Related Systems Information Access Reporting</p> <p>Centralized at District Office with input from the Colleges</p>	<p>District Office District Office</p>	<p>Chancellor, IT/CIO with Director, Enterprise Applications and Executive Director, Institutional Research and Reporting</p>
<b>Telecommunications</b>		
<p>Centralized with support from the Colleges</p>	<p>District Office</p>	<p>Director, IT Infrastructure</p>
<p>Technology Support Services-Centralized</p> <p>Desktop Support Classroom and Computer Lab Support Training- 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>Director, IT Infrastructure</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p>

Bakersfield Community College Decision Making Process

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## Cerro Coso Community College Decision Making Process

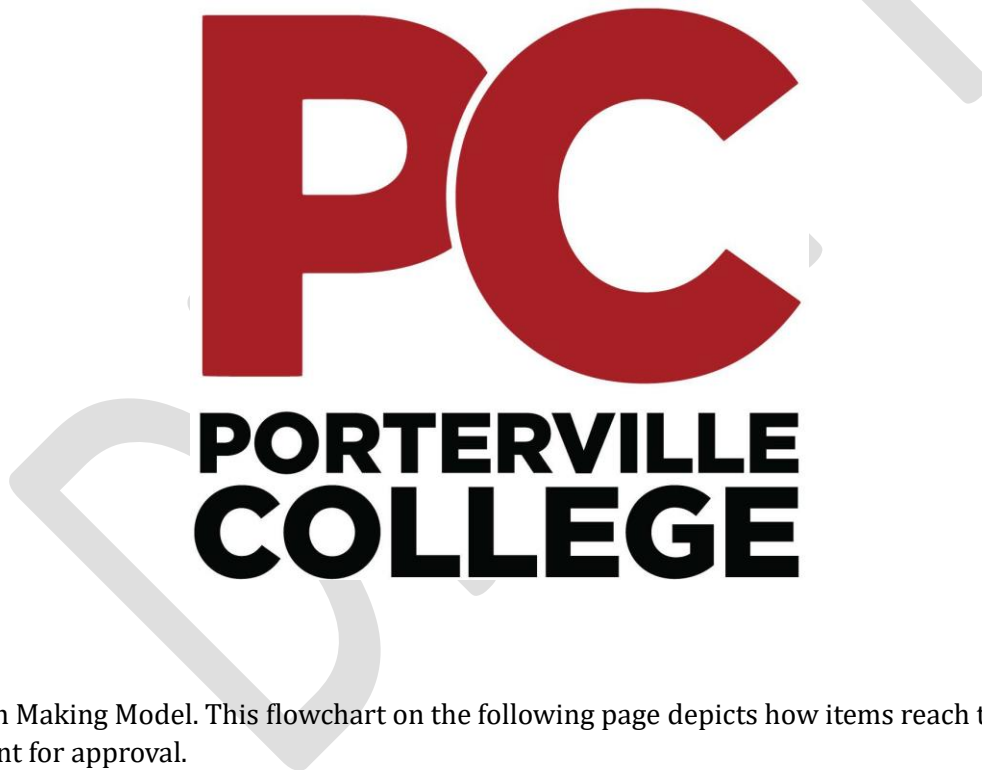
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## Porterville Community College Decision Making Process

### **PHILOSOPHY OF PARTICIPATORY GOVERNANCE**

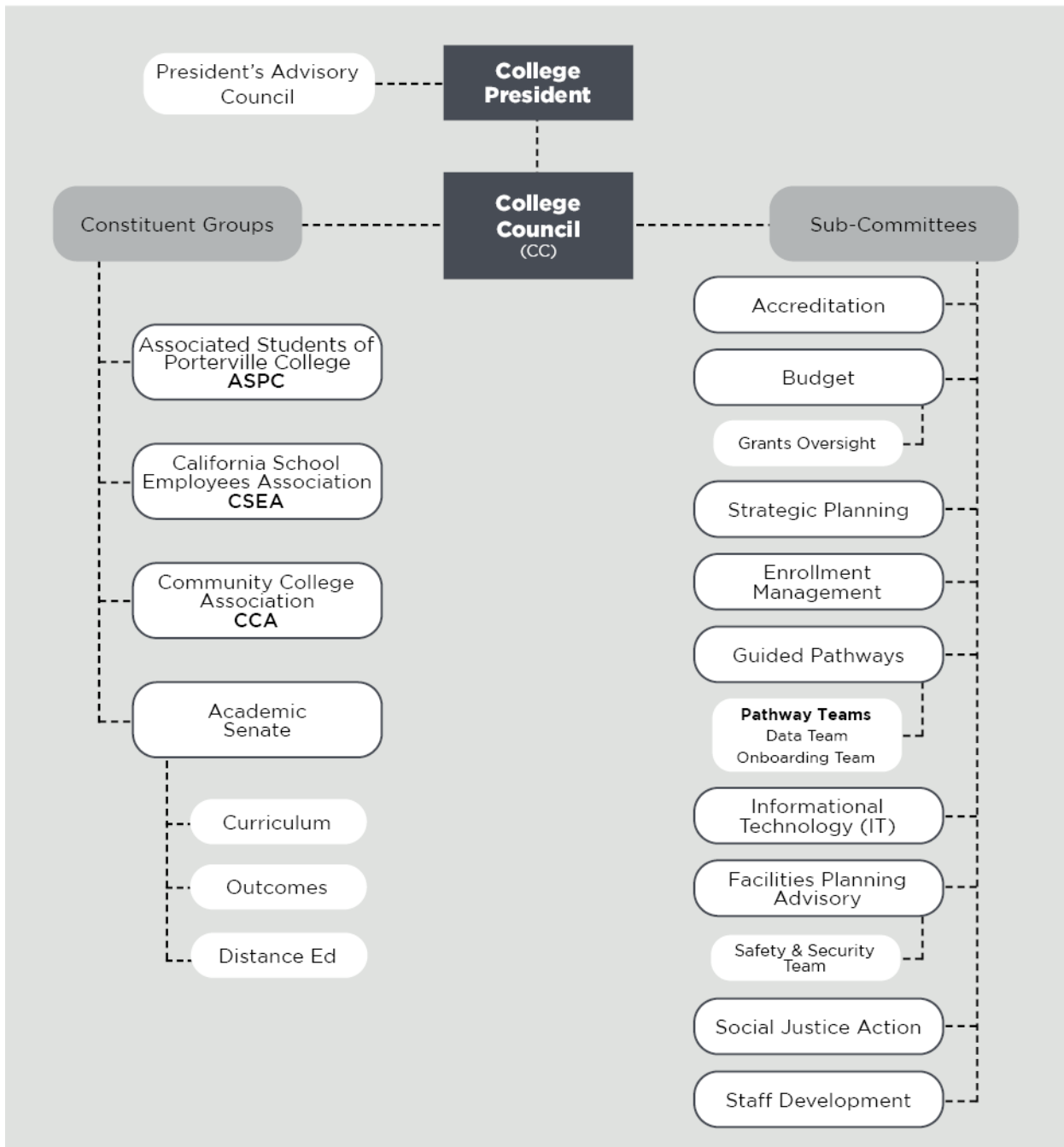
Participatory governance at Porterville College takes place on multiple levels. It is a process that ensures the students, staff, faculty and administration the right to participate effectively in the governance of the college, providing the opportunity for input and ensuring this input is given every 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.

# Planning and Decision-Making Flow Chart



## 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



## Appendix

### District Committees

<b>Standing Participatory Governance</b>	
District Consultation Council	Chancellor's Office
<b>Fringe Benefits Committee</b>	VC, Human Resources
Banner Steering Committee	Chief Information Officer
District-wide Budget Committee	Chief Financial Officer

<b>Standing Managerial</b>	
Chancellor's Cabinet	Chancellor
Admin Council	Chancellor
<b>Confidential/Management Study Committee</b>	VC, Human Resources
IT Directors	Chief Information Officer
Vice Presidents of Finance	Chief Financial Officer
Accounting Managers	Chief Financial Officer
HR Managers	VC, Human Resources
District Institutional Research Team	Executive Director, Institutional Research & Reporting
Vice Presidents	VC, Educational Services
Career Technical Deans Committee	VC, Workforce and Economic Development

<b>Task Forces (as needed)</b>	
Strategic Planning Task Force	VC, Economic and Workforce Development
Elements of Decision Making Task Force	Chancellor
Budget Allocation Model Evaluation Task Force	Chief Financial Officer

<b>Board of Trustees Committees</b>	
Board Finance and Audit Committee	Chief Financial Officer
Board Legislation Committee	Chancellor
Board Evaluation Committee	Chancellor
Board Accreditation Committee	VC, Educational Services
Board Officer Nominating Committee	Chancellor
KCCD Public Facilities Corporation	Chief Financial Officer
Resource Development and Facilities Committee	Chief Financial Officer
Student Success with Equity (DEIA) Committee	VC, Educational Services