

## **KERN COMMUNITY COLLEGE DISTRICT**

### **Process of Decision Making**

#### **Introduction**

The Chancellor, and through the Chancellor, the Board of Trustees, has numerous committees, councils, and other groups who provide advice, recommendations, and/or formal proposals related to Policies and Procedures. 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:

#### **Board Policy & Procedures**

- Existing Policies & Procedures appear in the Board Policy and Procedures Manual with dates of adoption/approval. These Policies and Procedures, in large measure, govern the operation of the Kern Community College District. The Chancellor's role and responsibilities provide wide latitude for decision making, and 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 chart.
- Policies are concerned with broad directions for the administration of the District as specified by the Education Code, Title 5 Provisions, and other legal agencies. Policies are adopted by the Board of Trustees.
- Procedures are concerned with the details of the administration of policies adopted by the Board of Trustees, or Title 5 Provisions adopted by the Board of Governors of the California Community Colleges. Procedures are approved by the Chancellor of the District after appropriate consideration by the Chancellor's Executive Council, and also by the Chancellor's Cabinet, when referred to that body by the Chancellor.
- Amendments to board policies and procedures, or the creation of new policies or procedures, may be originated by District-wide Committees, Councils of the Colleges, Academic Senates, Associated Student Organizations, other recognized groups, and administrators working under the direction of the Chancellor.
- 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 who 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 Executive Council for consideration.

- The Chancellor’s Executive Council is the clearing house for the consideration of all proposals for creation of or amendment of Board Policies and Procedures. The Executive Council, after due research and consideration, makes its recommendations to the Chancellor.
- The Chancellor may refer the proposed changes in policy or procedures recommended by the Executive Council to the Chancellor’s Cabinet for further consideration, and for recommendations from this body. The Chancellor, in consideration of proposals, takes into account whether the subject under consideration is governed by a union agreement or by “reliance primarily on the judgment of the Academic Senate”, or “reliance on mutual agreement” with the Academic Senate.
- With respect to Board Policies, following Chancellor’s Cabinet 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.
- With respect to Procedures, it is the Chancellor’s responsibility to consider the advice and recommendations of the Chancellor’s Executive Council and Chancellor’s Cabinet, and to give final approval to these procedures prior to incorporation into the Board Policies and Procedures Manual. This may include presenting the matter to the Chancellor’s Cabinet as deemed appropriate by the Chancellor.

### **District-wide Committees**

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.

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

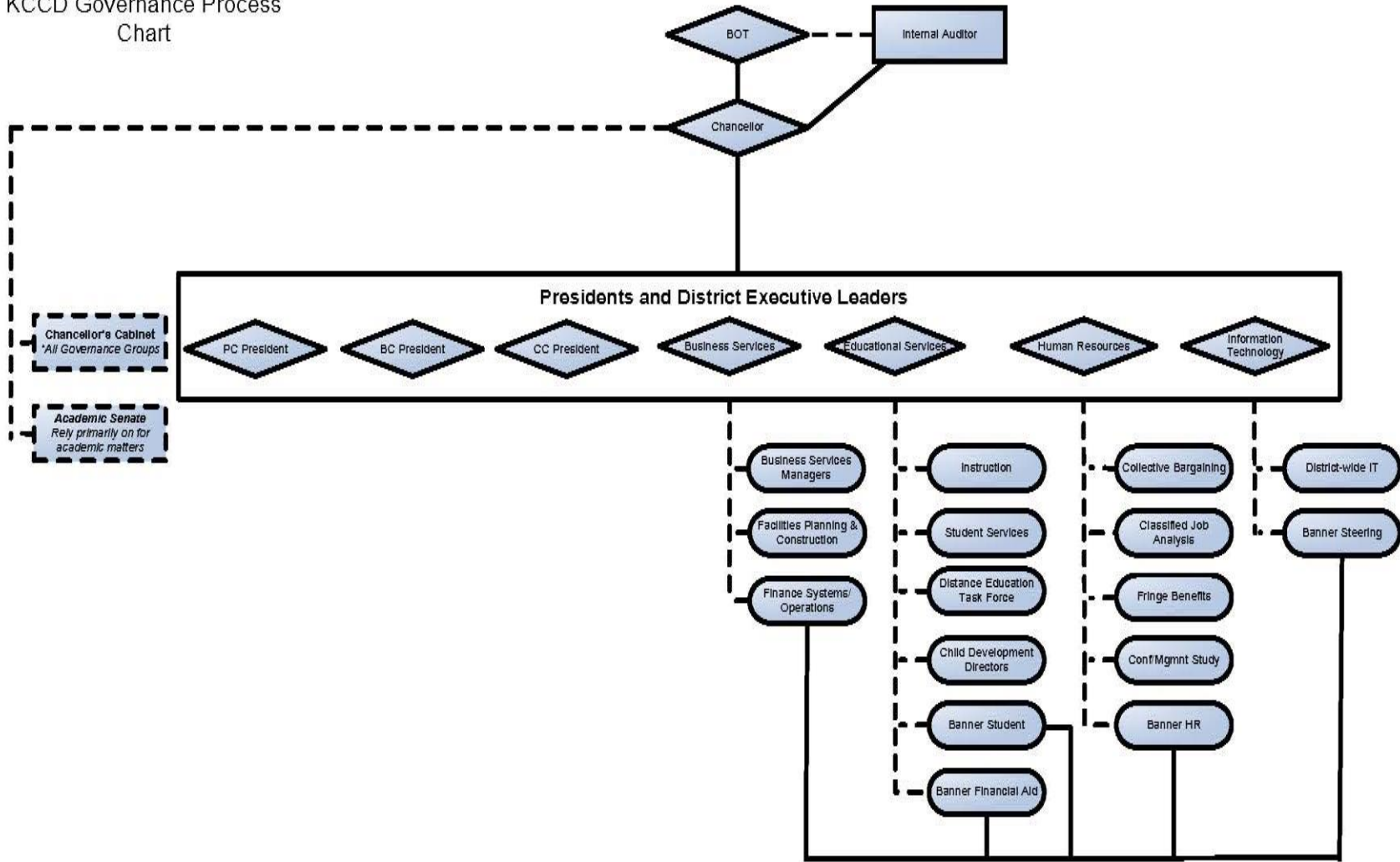
With respect to procedural matters within the purposes of the respective Committees, the District-wide Committees have latitude for decision-making.

### **Collective Bargaining Agreements**

Collective Bargaining agreements arrived at through negotiations with the respective recognized employee groups are governed by statutes and memoranda of agreement. These agreements, once arrived at, are taken to the Board of Trustees for approval. These agreements are within the scope of collective bargaining as determined by Legislative statutes, and are binding as they relate to governance.

July 12, 2006

# KCCD Governance Process Chart



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

\* All Participatory Governance Groups include representatives for:

- 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
 Governance Recommending Committee
 Administration Advisory Council
 Operational Advisory Committee



# KCCD FUNCTIONAL MAPPING FOR DECISION-MAKING

| Function  | Service Provider(s)   | Title   |
|---|---|---|
| <b>Admissions, Records &amp; Registration</b>   |   |   |
| <i>Decentralized with coordination from District Office</i>                                     | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Educational Services<br>Vice President, Student Services<br>Vice President, Student Services<br>Vice President, Student Services |
| <b>Athletics</b>  |   |   |
| <i>Decentralized</i>  | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | <i>Vice President, Student Services</i><br>Vice President, Student Services<br>Vice President, Student Services                                   |
| <b>Auxiliary Services</b>   |   |   |
| <ul style="list-style-type: none"> <li>• Bookstore<br/><i>Decentralized</i></li> </ul>          | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | <i>Director, Business Services</i><br>Director, Business Services<br>Dir., M & O/Aux. Services  |
| <ul style="list-style-type: none"> <li>• Food Services<br/><i>Decentralized</i></li> </ul>      | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | Vic President, Academic Affairs<br>Director, Public Information<br>Dir., M & O/Aux. Services  |
| <ul style="list-style-type: none"> <li>• Student Government<br/><i>Decentralized</i></li> </ul> | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | Vice President, Student Services<br>Vice President, Student Services<br>Vice President, Student Services  |
| <b>Budget Development</b>   |   |   |
| <i>Decentralized with coordination from District Office</i>                                     | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Chief Financial Officer<br>Director, Business Services<br>Director, Business Services<br>Director, Business Services                              |

| <b>Function</b>  | <b>Service Provider(s)</b>  | <b>Title</b>   |
|--|---|--|
| <b>Business Services</b>   |   |  |
| <ul style="list-style-type: none"> <li>Accounting<br/><i>Centralized at District Office</i></li> </ul>                     | District Office   | Chief Financial Officer  |
| <ul style="list-style-type: none"> <li>Purchasing<br/><i>Decentralized with assistance from District Office</i></li> </ul> | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College             | Chief Financial Officer<br>Director, Business Services<br>Director, Business Services<br>Director, Business Services   |
| <b>Catalog/Schedule Development</b>  |   |  |
| <i>Decentralized</i>   | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                                | Vice President, Academic Affairs<br>Vice President, Academic Affairs (Int.)<br>Vice President, Academic Affairs (Int.)   |
| <b>Child Development Centers</b>   |   |  |
| <i>Centralized at District Office in coordination with Colleges</i>  | District Office<br><br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Executive Director, Child Development Center Programs<br>Executive Director, Child Development Center Programs<br>Executive Director, Child Development Center Programs<br>Executive Director, Child Development Center Programs |
| <b>DSPS (Disabled Students Program &amp; Services)</b>   |   |  |
| <i>Decentralized</i>   | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                                | Director, DSPS<br>Vice President, Student Services<br>Director, Disability Resource Center   |
| <b>EOPS (Extended Opportunities Program &amp; Services)</b>  |   |  |
| <i>Decentralized</i>   | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                                | <i>Director, EOPS</i><br>Vice President, Student Services<br>Director, EOPS  |

| Function  | Service Provider(s)   | Title   |
|---|---|---|
| <b>Facilities Planning and Construction</b>   |   |   |
| <i>Centralized at District Office in coordination with Colleges</i>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Chief Financial Officer<br><i>Director, Business Services</i><br>Director, Public Information<br>Dir., Maint. & Opera./Aux. Services                              |
| <b>Finance</b>  |   |   |
| <ul style="list-style-type: none"> <li>• Economic Analysis<br/><i>Decentralized</i></li> <li>• Cash Flow Analysis<br/><i>Decentralized</i></li> </ul> | <b>Bakersfield College</b>  | <i>Director, Business Services</i>  |
| <b>Financial Aid</b>  |   |   |
| <i>Decentralized at Colleges with support at District Office</i>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Educational Services<br>Vice President, Student Services<br>Vice President, Student Services<br>Vice President, Student Services                 |
| <b>Foundation</b>   |   |   |
| <i>Decentralized</i>  | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | <i>Dir., Foundation and Institutional Dev.</i><br>Interim Executive Director, Foundation<br>Director, Public Information<br>Executive Director (Interim)          |
| <b>Grant Development</b>  |   |   |
| <i>Decentralized with support from the District Office</i>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Educational Services<br>Vice President, Academic Affairs<br>Vice Pres, Aca. Affairs (Int.)/Stu. Serv.<br>Vice President, Academic Affairs (Int.) |
| <b>Graphic Design/Duplicating</b>   |   |   |
| <i>Decentralized</i>  | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | Publications Coordinator<br>Director, Public Information<br>Publications Coordinator<br>Graphic Designer/Web Site Coord.  |

| Function   | Service Provider(s)   | Title   |
|--|---|---|
| <b>Human Resources and Payroll</b>   |   |   |
| <i>Centralized at District Office in coordination with Colleges</i>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Human Res. (Int.)<br><i>Interim, Human Resources Manager</i><br><i>Human Resources Manager</i><br><i>Human Resources Manager</i> |
| <ul style="list-style-type: none"> <li>• Prioritizing, allocation and placement of staff at appropriate location<br/><i>Centralized function initiated by Colleges and supported by District Office</i></li> </ul> | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Human Res. (Int.)  |
| <ul style="list-style-type: none"> <li>• Collective Bargaining<br/><i>Centralized</i></li> </ul>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Human Res. (Int.)  |
| <ul style="list-style-type: none"> <li>• Compensation<br/><i>Centralized</i></li> </ul>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Human Res. (Int.)  |
| <b>Information Technology</b>  |   |   |
| <ul style="list-style-type: none"> <li>• IT Governance<br/><i>Centralized at District Office in coordination with the Colleges</i></li> </ul>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Director, Information Technology<br>Dean, Learning Resources and IT<br><br>Director, Business Services  |
| <ul style="list-style-type: none"> <li>• Technology Development and Planning<br/><i>Decentralized with coordination with the District</i></li> </ul>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Director, Information Technology<br>Dean, Learning Resources and IT<br><br>Director, Business Services  |



| Function   | Service Provider(s)   | Title   |
|--|---|---|
| <b>Information Technology (continued)</b>  |   |   |
| <ul style="list-style-type: none"> <li>• Technology Services and Applications<br/><i>Centralized at District Office with input from the Colleges</i></li> <li style="margin-left: 20px;">- Banner and Related Systems</li> <li style="margin-left: 20px;">- Application Development</li> <li style="margin-left: 20px;">- Database Administration</li> </ul> | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Director, Information Technology<br>Dean, Learning Resources and IT<br><br>Director, Business Services  |
| <ul style="list-style-type: none"> <li>• Information Access and Reporting<br/><i>Centralized at District Office with input from the Colleges</i></li> </ul>  | District Office   | Director, Information Technology<br>Director, Institutional Research  |
| <ul style="list-style-type: none"> <li>• Website Services<br/><i>Decentralized with support from District Office</i></li> </ul>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Director, Information Technology<br>Director, Information Services<br>Webmaster<br>Director, Business Services                                |
| <ul style="list-style-type: none"> <li>• Online Instruction/Services<br/><i>Decentralized with support from District Office</i></li> </ul>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Educational Services<br>Dean, Learning Resources and IT<br>Int. VP, Affairs/Vice Pres., Stu. Serv.<br>Dean, Academic Affairs |
| <ul style="list-style-type: none"> <li>• Internet/Email Services<br/><i>Centralized with input from the colleges</i></li> </ul>  | District Office   | Asst. Director, Information Technology  |
| <ul style="list-style-type: none"> <li>• Server Management<br/><i>Decentralized with coordination from District Office</i></li> </ul>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Asst. Director, Information Technology<br>Director, Information Services<br><br>Director, Business Services                                   |
| <ul style="list-style-type: none"> <li>• Backup and Recovery<br/><i>Decentralized</i></li> </ul>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Asst. Director, Information Technology<br>Director, Information Services<br><br>Director, Business Services                                   |

| <b>Function</b>  | <b>Service Provider(s)</b>  | <b>Title</b>  |
|--|---|---|
| <b>Information Technology (continued)</b>  |   |   |
| <ul style="list-style-type: none"> <li>• Video Conferencing/Interactive TV<br/><i>Centralized with input from the Colleges</i></li> </ul>      | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Asst. Director, Information Technology<br>Dean, Learning Resources and IT<br><br>Media Tech/Library Tech II |
| <ul style="list-style-type: none"> <li>• Telecommunications<br/><i>Centralized</i></li> </ul>  | District Office   | Asst. Director, Information Technology  |
| <ul style="list-style-type: none"> <li>• Network Management<br/><i>Centralized with input from the Colleges</i></li> </ul>                     | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Asst. Director, Information Technology<br>Director, Information Services<br><br>Director, Business Services |
| <ul style="list-style-type: none"> <li>• Help Desk Services<br/><i>Transitioning to Centralization with input from the Colleges</i></li> </ul> | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Asst. Director, Information Technology<br>Director, Information Services<br><br>Director, Business Services |
| <ul style="list-style-type: none"> <li>• Training<br/><i>Decentralized with coordination from the District Office</i></li> </ul>               | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Director, Information Technology<br>Dean, Learning Resources and IT<br><br>Director, Business Services      |
| <ul style="list-style-type: none"> <li>• Desktop Support<br/><i>Decentralized</i></li> </ul>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Asst. Director, Information Technology<br>Director, Information Services<br><br>Director, Business Services |
| <ul style="list-style-type: none"> <li>• Classroom and Computer Lab Support<br/><i>Decentralized</i></li> </ul>                                | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | Director, Information Services<br><br>Director, Business Services   |

| Function   | Service Provider(s)   | Title  |
|--|---|--|
| <b>Instruction</b>   |   |  |
| <i>Decentralized with coordination from District Office</i> <ul style="list-style-type: none"> <li>• Curriculum Development</li> </ul> | District Office<br>Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College | Vice Chancellor, Educational Services<br>Vice President, Academic Affairs<br>Curriculum Co-chair<br>Vice President, Academic Affairs (Int.)<br>Curriculum Co-chair<br>Vice President, Academic Affairs (Int.)<br>Curriculum Co-chair |
| <b>Library/Learning Resources</b>  |   |  |
| <i>Decentralized with support from District Office</i> <ul style="list-style-type: none"> <li>• Library</li> </ul>                     | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College         | Vice Chancellor, Educational Services<br>Dean, Learning Resources and IT<br>Vice President, Academic Affairs (Int.)<br>Dean, Academic Affairs  |
| <ul style="list-style-type: none"> <li>• Tutoring</li> </ul>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College         | Vice Chancellor, Educational Services<br>Dean, Student Learning<br>Vice President, Academic Affairs (Int.)<br>Dean, Academic Affairs   |
| <ul style="list-style-type: none"> <li>• Media Services/Audio Visual</li> </ul>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College         | Asst. Director, Information Technology<br>Dean, Learning Resources and IT<br>Director, Maintenance & Operations<br>Media Tech./Library Tech. II  |
| <b>Maintenance/Operations</b>  |   |  |
| <i>Decentralized with support from District Office</i>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College         | Chief Financial Officer<br><i>Director, Business Services</i><br>Director, Maintenance & Operations<br>Director, Maint & Operations/Aux. Ser.  |
| <b>Marketing</b>   |   |  |
| <i>Decentralized</i>   | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                            | Director, Marketing & Public Relations<br>Director, Public Information<br>Public Information Office  |

| <b>Function</b>  | <b>Service Provider(s)</b>  | <b>Title</b>  |
|--|---|---|
| <b>Program Development and Review</b>  |   |   |
| <ul style="list-style-type: none"> <li>• Program Development<br/><i>Decentralized with approval from District Office</i></li> </ul>                                      | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Educational Services<br>VP, Aca. Affairs/VP, Stu. Services<br>Vice Pres., Aca. Affairs/VP, Stu. Serv.<br>Vice President, Academic Affairs (Int.)   |
| <ul style="list-style-type: none"> <li>• Program Review<br/><i>Decentralized</i></li> </ul>  | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | VP, Aca. Affairs/VP, Stu. Services<br>Vice Pres., Aca. Affairs/VP, Stu. Serv.<br>Vice President, Academic Affairs (Int.)  |
| <b>Research</b>  |   |   |
| <i>Decentralized with coordination with Colleges</i>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Director, Institutional Research<br>Director of IR and Planning<br><br>Institutional Researcher   |
| <b>Risk Management</b>   |   |   |
| <ul style="list-style-type: none"> <li>• General Liability<br/><i>Centralized</i></li> <li>• Workers' Compensation, Health and Welfare<br/><i>Centralized</i></li> </ul> | District Office<br><br>District Office  | Chief Financial Officer<br><br>Vice Chancellor, Human Res. (Int.)   |
| <b>Student Learning Outcomes</b>   |   |   |
| <i>Decentralized</i>   | Bakersfield College<br><br>Cerro Coso Community College<br><br>Porterville College            | Vice President, Academic Affairs<br>Assessment Coordinator<br>Vice President, Academic Affairs<br>Student Learning Outcomes Coord.<br>Vice President, Academic Affairs (Int.)<br>Student Learning Outcomes Coord. |
| <b>Student Services</b>  |   |   |
| <i>Decentralized with coordination from District Office</i>  | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Educational Services<br>Vice President, Student Services<br>Vice President, Student Services<br>Vice President, Student Services   |

| <b>Function</b>  | <b>Service Provider(s)</b>  | <b>Title</b>   |
|--|---|--|
| <i>Career and Technical Programs</i>   |   |  |
| <i>Decentralized with support from District Office</i>   | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Educational Services<br><i>Dean, Career &amp; Technical Education</i><br>Dean, Career Technical Education<br>Dean, Career & Tech. Education |
| <ul style="list-style-type: none"> <li>• VTEA<br/><i>Centralized at District Office in coordination with Colleges</i></li> </ul> | District Office<br>Bakersfield College<br>Cerro Coso Community College<br>Porterville College | Vice Chancellor, Educational Services<br>Vice President, Academic Affairs<br>Dean, Career Technical Education<br>Dean, Career & Tech. Education              |
| <b>Workforce/Economic Development</b>  |   |  |
| <i>Decentralized</i>   | Bakersfield College<br>Cerro Coso Community College<br>Porterville College                    | Vice President, Academic Affairs<br>Dean, Career Technical Education<br>Dean, Career & Tech. Education   |

**This document will be evaluated annually the first two years and every three years thereafter by the members of the Executive Council and the Chancellor's Cabinet.**

## Summary of Functions

### Centralized Functions

Business Services  
Accounting  
Child Development Services  
Facilities Planning and Construction  
Human Resources and Payroll  
    Prioritizing, allocation and placement  
    of staff at appropriate location  
    Collective Bargaining  
    Compensation  
Information Technology  
    IT Governance  
    Technology Services and Applications  
        Banner and Related Systems  
        Application Development  
        Database Administration  
    Information Access and Reporting  
    Internet/Email Services  
    Video Conferencing  
    Telecommunications  
    Network Management  
    Help Desk Services  
Risk Management  
    General Liability  
    Workers' Compensation, Health and Welfare  
*Career and Technical Programs*  
VTEA

### Decentralized Functions

Admissions, Records & Registration  
Athletics  
Auxiliary Services  
    Bookstore  
    Food Services  
    Student Government  
Budget Development  
Business Services  
    Purchasing  
Catalog/Schedule Development  
DSPS (Disabled Students Program and Services)  
EOPS (Extended Opportunities Program and Services)  
Finance  
    Economic Analysis  
    Cash Flow Analysis  
Financial Aid  
Foundation  
Grant Development  
Graphic Design/Duplicating  
Information Technology  
    Technology Development and Planning  
    Website Services  
    Online Instruction/Services  
    Server Management  
    Back-up and Recovery  
    Training  
    Desktop Support  
    Classroom and Computer Lab Support  
Instruction  
    Curriculum Development  
Library/Learning Resources  
    Library  
    Tutoring  
    Media Services/Audio Visual  
Maintenance/Operations  
Marketing  
Program Development and Review  
    Program Development  
    Program Review  
Research  
Student Learning Outcomes  
Student Services  
*Career and Technical Programs*  
Workforce/Economic Development