

Regular/Study Session Meeting Board of Trustees Coast Community College District

Date: Wednesday, October 17, 2012

Location: Coast Community College District
Board Room
1370 Adams Avenue
Costa Mesa, California 92626

Time: 5:00 p.m. Closed Session
6:30 p.m. Open Session

A G E N D A

- 1. Call to Order**
- 2. Roll Call**
- 3. Opportunity for Public Comment (Closed Session - Items on the Agenda)**

At this time, members of the public have the opportunity to address the Board of Trustees on any item within the subject matter jurisdiction of the Board. Persons wishing to make comments are allowed five minutes per item. A "Request to Address the Board of Trustees" card needs to be completed and filed with the Secretary of the Board of Trustees prior to speaking.

The Board requests that the public speak on matters which are on this agenda at the time that the item is considered by the Board. Public Comment regarding matters not on the Agenda will be taken at a later point in the Agenda. Please note that the Board cannot take action on any items not on the agenda, with certain exceptions as outlined in the Brown Act. Matters brought before the Board that are not on the agenda may, at the Board's discretion, be referred to staff or placed on the next agenda for Board consideration.

- 4. Recess to Closed Session**
(Conducted in accordance with applicable sections of California law. Closed Sessions are not open to the public.)

The following items will be discussed in Closed Session:

- a. Public Employee Performance Evaluation**
(Pursuant to Government Code Section 54957)

Position: Chancellor

b. Public Employment (Pursuant to Government Code 54957(b)(1))

Public Employment materials are available upon request from the Board of Trustees Office

1. Classified Management

Administrative Director of Human Resources

c. Public Employee Discipline/Dismissal/Release

(Pursuant to Government Code Section 54957)

d. Conference with Legal Counsel: Existing Litigation

(Pursuant to sub-section "a" of Government Code Section 54956.9)

Coast Community College Association vs. Coast Community College District

Public Employment Relations Board Case No. LA-CE-5436-E

Damian Rodriguez vs. George Phan et al., Orange County Superior Court Case

No. 30-2011-00445563

Coast Federation of Classified Employees vs. Coast Community College District,

Public Employment Relations Board Case No. LA-CE-5682-E

Coast Federation of Educators vs. Coast Community College District

Public Employment Relations Board Case No. LA-CE-5714-E

Janet Redding vs. California Community Colleges, et al., Sacramento County

Superior Court, Case No. 34-2012-00120487

Haedeh Khamneian vs. Coast Community College District, Office of

Administrative Hearings Case No. 2012070966

Vector Resources, Inc. Coast Community College District, Orange County

Superior Court Case No. 2012-00600648

e. Conference with Legal Counsel: Anticipated Litigation

Significant exposure to litigation pursuant to sub-section "b" of Government Code Section 54956.9. Three Cases:

Construction Delays at Golden West College

Claim by Debra von Trapp

Claim filed by Homa Myandoab and Yasmeen Nouri

f. Conference with Legal Counsel: Anticipated Litigation

Potential initiation of litigation pursuant to sub-section "c" of Government Code Section 54956.9. One Case

g. Situation Involving a Coastline Community College Student

Pursuant to Section 72122 of the Education Code.

h. Conference with Labor Negotiator

(Pursuant to Government Code Section 54957.6)

Agency Negotiator: Dr. Andrew Jones, Chancellor

Employee Organization:
Educational Administrators

Agency Negotiator: Dr. Deborah Hirsh, Vice Chancellor of Human Resources

Employee Organizations:
Coast Federation of Classified Employees(CFCE),

Coast Community College Association-California Teachers
Association/National Education Association (CCCA-CTA/NEA),
Coast Federation of Educators/American Federation of Teachers (CFE/AFT),
Unrepresented Employees: Association of Confidential Employees (ACE),
Unrepresented Employees: Coast District Management Association (CDMA),

5. **Reconvene to Open Session at 6:30 p.m.**
6. **Pledge of Allegiance - Trustee Lorraine Prinsky**
7. **Report of Action from Closed Session (if any)**
8. **Opportunity for Public Comment (Open Session)**

At this time, members of the public have the opportunity to address the Board of Trustees on any item within the subject matter jurisdiction of the Board. Persons wishing to make comments are allowed five minutes per item. A "Request to Address the Board of Trustees" card needs to be completed and filed with the Secretary of the Board of Trustees prior to speaking.

The Board requests that the public speak on matters which are on this agenda at the time that the item is considered by the Board. Public Comment regarding matters not on the Agenda will be taken at a later point in the Agenda. Please note that the Board cannot take action on any items not on the agenda, with certain exceptions as outlined in the Brown Act. Matters brought before the Board that are not on the agenda may, at the Board's discretion, be referred to staff or placed on the next agenda for Board consideration.

9. **Ceremonial Resolution Honoring Mr. Jack Shaw**
10. **Ceremonial Resolution Honoring Dr. Sylvia M. Jenkins**
11. **Board of Trustees' Resolution #12-36 Employee Recruitment (See Attachment #1)**
12. **Review of Board Directives Log**
13. **Board Retreat Discussion**
14. **Approval of Employment Agreement, President, Coastline Community College**

After review by General Counsel, it is recommended by the Chancellor that the Board approve the Employment Agreement for the President of Coastline Community College, effective July 1, 2012. Compensation is indicated in the attached Employment

Agreement. The Board President, or designee, is authorized to sign the Agreement and any related documents, indicating approval by the Board of Trustees. (See Attachment #2)

15. Approval of Employment Agreement, President, Golden West College

After review by General Counsel, it is recommended by the Chancellor that the Board approve the Employment Agreement for the President of Golden West College, effective

July 1, 2012. Compensation is indicated in the attached Employment Agreement. The Board President, or designee, is authorized to sign the Agreement and any related documents, indicating approval by the Board of Trustees. (See Attachment #3)

16. Approval of Employment Agreement, President, Orange Coast College

After review by General Counsel, it is recommended by the Chancellor that the Board approve the Employment Agreement for the President of Orange Coast College, effective July 1, 2012. Compensation is indicated in the attached Employment Agreement. The Board President, or designee, is authorized to sign the Agreement and any related documents, indicating approval by the Board of Trustees. (See Attachment #4)

17. Approval of Employment Agreement, Vice Chancellor of Finance and Administrative Services

After review by General Counsel, it is recommended by the Chancellor that the Board approve the Employment Agreement for the Vice Chancellor of Finance and Administrative Services, effective July 1, 2012. Compensation is indicated in the attached Employment Agreement. The Board President, or designee, is authorized to sign the Agreement and any related documents, indicating approval by the Board of Trustees. (See Attachment #5)

18. Approval of Employment Agreement, Vice Chancellor of Human Resources

After review by General Counsel, it is recommended by the Chancellor that the Board approve the Employment Agreement for the Vice Chancellor of Human Resources, effective July 1, 2012. Compensation is indicated in the attached Employment Agreement. The Board President, or designee, is authorized to sign the Agreement and any related documents, indicating approval by the Board of Trustees. (See Attachment #6)

19. Study Session:

- **Accreditation**

- i. Review and Discussion of Current Draft of Functional Map Delineating Roles and Responsibilities of the District Office and the Colleges**

Accreditation Standard IV.B.3.a states that:

"IV.B.3 In multi-college districts or systems, the district/system provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. It establishes clearly defined roles of authority and responsibility between the colleges and the district/system and acts as the liaison between the colleges and the governing board.

a. The district/system clearly delineates and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice."

The attached document describes the functions for which the District Office and the colleges share responsibilities. For each of the major functions noted under the column "Functional Area," the document describes the related responsibilities for the District Office and the Colleges, respectively. Drafts of the functional map have been reviewed and discussed with the Board of Trustees at meetings of the Board Accreditation Committees and Board Study Sessions. This is another opportunity for the Board of Trustees to discuss and provide input before the functional map is finalized as one of the required reference documents to be included in the Colleges' institutional self evaluations. (See Attachment #7)

ii. Review and Discussion of Most Recent Drafts of College Institutional Evaluations

Drafts of the Colleges' institutional self evaluations have been reviewed and discussed with the Board of Trustees at meetings of the Board Accreditation Committees and Board Study Sessions. This is another opportunity for the Board of Trustees to discuss and provide input before the reports are finalized and brought for final approval at the November 7, 2012 Board of Trustees meeting.

- **Shared Governance**

Presentation by District General Counsel, Dr. Jack Lipton

20. Adjournment

It is the intention of the Coast Community College District to comply with the Americans with Disabilities Act (ADA) in all respects. If, as an attendee or a participant at this meeting, you will need special assistance beyond what is normally provided, the Coast Community College District will attempt to accommodate you in every reasonable manner. Please contact the Secretary of the Board of Trustees at (714) 438-4848 as soon as possible to inform us of your particular needs so that appropriate accommodations may be made.

**COAST COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES' DIRECTIVES LOG**
Prepared by the Secretary of the Board of Trustees

#	Meeting Date	Requested via Action by the Board of Trustees	Responsible District Party	Directive	Agenda due Date	Status I = In Progress P = Pending
1	October 3, 2012	Mr. Patterson 2nd Mr. Moreno	Vice Chancellor of Human Resources	Report on the desk audits performed by PERS and STRS, to be provided to the Personnel Committee.		P
2	October 3, 2012	Mr. Patterson 2nd Ms. Hornbuckle	Chancellor	Provide a report on the status of the terms of sale of KOCE that benefit the District including air time, rents, leases etc.		P
3	October 3, 2012	Dr. Prinsky 2nd Ms. Hornbuckle	Chancellor	Report on plans for Community Education, addressing questions from Academic Senate.		P
4	October 3, 2012	Ms. Hornbuckle 2nd Mr. Torre	Vice Chancellor of Admin Services & Finance	Report on District-wide facility rental fees.		P
5	October 3, 2012	Ms. Hornbuckle 2nd Dr. Prinsky	Chancellor	Annual report on the progress of all International Education Programs in the District.	September 2013	P
6	August 6, 2012 SM	Mr. Patterson 2nd Mr. Moreno	Chancellor	Provide a report, with assistance of District General Counsel, regarding contract signatures, specifically clarifying how the District knows who is signing contracts on behalf of vendors and how do we verify that these individuals are authorized to sign the contracts.	November 2012	P
7	July 18, 2012	Mr. Patterson 2nd Ms. Hornbuckle	Risk Services	At next renewal of agreement with Keenan and Associates, the Board would like a report on the open and active self insured claims.	July 2013	P
8	June 20, 2012	Mr. Moreno 2nd Ms. Hornbuckle	Chancellor	Report on legislation that is being considered regarding pension reform and the impact it may have on any of our employee groups.	January 16, 2013	P
9	May 16, 2012	Mr. Patterson 2nd Mr. Moreno	Board	Annual review of the Board of Trustees' Code of Ethics Policy, BP 2715	July 2013	P

#	Meeting Date	Requested via Action by the Board of Trustees	Responsible District Party	Directive	Agenda due Date	Status I = In Progress P = Pending
10	May 16, 2012	Mr. Moreno 2nd Dr. Prinsky	Chancellor/College President	Provide a follow up report on revenue issues at the Golden West College Writing Center.	November 2012	P
11	March 7, 2012	Jerry Patterson 2nd Mary Hornbuckle	Chancellor	Provide periodic updates on the progress of the Lanzhou University US Foundation partnership.	January 16, 2013	P
12	Feb 2, 2011		District Foundation Directors	Provide an annual report on the Foundations.	February each year	P
13	Sept 17, 2008	Jim Moreno; 2nd Mary Hornbuckle	Chancellor	Provide status of diversity in the District. Strongly suggest to the extent possible that College Presidents and Human Resources ensure diverse committees in the hiring process. Request for a presentation on diversity in hiring be presented to the Board annually. Also include diversity and demographic breakdown of students at each campus and for all cities served by the District.	Annual Report September 18, 2013	P

RESOLUTION # 12-36

A Resolution of the Board of Trustees of the Coast Community College District Employee Recruitment

WHEREAS, the Board of Trustees of the Coast Community College District recognizes the importance of conducting external recruitment in order to comply with law and in order to maximize diversity of employees within the District;

WHEREAS, the Board approved a Reorganization and Lateral Transfer Plan ("Plan") on December 9, 2009, and subsequently amended the Plan;

WHEREAS, the Board recognizes that the Plan has been successful in many respects;

WHEREAS, the Board wants the District to hire the most qualified individuals for all vacant positions;

THEREFORE, BE IT RESOLVED that the Board hereby declares that this particular Plan has been completed and is no longer in effect, although the District administration will continue to analyze and make recommendations to the Board regarding the filling of employment vacancies.

BE IT FURTHER RESOLVED, that the Board affirms its commitment to compliance with Section 53021 of Title 5 of the *California Code of Regulations* which, in part, requires the District to "actively recruit from both within and outside the district work force to attract qualified applicants for all new openings," although the Board recognizes that sub-section "c" of Section 53021 of Title 5 of the *California Code of Regulations* identifies various situations where a "new opening" is *not* created, including when there is a reorganization that does not result in a net increase in the number of employees; when one or more lateral transfers are made and there is no net increase in the number of employees; when a position which is currently occupied by an incumbent is upgraded, reclassified, or renamed without significantly altering the duties being performed by the individual; or when the position is filled by certain temporary, short term or substitute employees.

I, Julie Frazier-Mathews, Secretary of the Board of Trustees at Coast Community College District hereby certify that on October 17, 2012 this Resolution was adopted by the Board by a vote of _____.

Ayes:

Noes:

Abstain:

Absent:

Julie Frazier-Mathews, Secretary of the Board of Trustees

ATTACHMENT #1

**COAST COMMUNITY COLLEGE DISTRICT
EXECUTIVE EDUCATIONAL ADMINISTRATOR
EMPLOYMENT AGREEMENT**

1. **Parties.** The Board of Trustees ("Board") of Coast Community College District ("District"), on the one hand, and Dr. Loretta Adrian ("Adrian"), on the other hand, hereby enter into this Executive Educational Administrator Employment Agreement ("Agreement"). District and Adrian are referred to herein individually as "Party" and collectively as "Parties."

2. **Position.** District hereby employs Adrian in the position of President of Coastline Community College.

3. **General Conditions of Employment.** This Agreement is subject to all applicable laws of the State of California, the regulations of the Board of Governors of the California Community Colleges, and the rules, regulations, policies, and procedures of District. These laws, rules, regulations, policies, and procedures, which may be amended, augmented, or repealed from time-to-time, are integrated into this Agreement.

4. **Duties and Responsibilities.** Adrian agrees to perform all of the duties, and accepts all of the responsibilities, as specified in the job description for President of Coastline Community College, as currently exists or as subsequently may be modified, and all duties and responsibilities which may be delegated or assigned to Adrian by the Chancellor or Board.

5. **Term.** District agrees to employ Adrian, and Adrian agrees to serve, for the period commencing on July 1, 2012 and ending on June 30, 2015. This Agreement expires on June 30, 2015 and is not subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*. After the Chancellor submits Adrian's annual performance evaluation to Board, District shall make a good faith effort to notify Adrian by December 30, 2013 as to whether District intends to re-employ Adrian for another contract term. In any event, District shall notify Adrian by June 30, 2014 as to whether District intends to re-employ Adrian for another contract term; if the District fails to provide Adrian with this written notification by June 30, 2014, then Adrian shall be re-employed through June 30, 2016, and that re-employment shall not be subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*.

6. **Prior Agreements.** This Agreement supersedes all prior employment agreements between the Parties.

7. **Salary.** District shall pay an annual salary to Adrian of \$190,000, payable on a monthly basis. Salary for a service period less than the full academic year shall be paid on a prorated basis. Based on Adrian's evaluation, the Board will consider salary increases for Adrian on a periodic basis based on the Chancellor's recommendation.

8. **Mileage Stipend.** Adrian is entitled to a monthly mileage stipend of \$290 for use of her own car on District business.

9. **Work Year.** The work year for this Agreement is 12 months.
10. **Health and Welfare Benefits.** District shall provide Adrian with the same health and welfare benefits as approved by Board for all District educational administrators. Such benefits shall be as currently provided or as subsequently modified by Board.
11. **Fringe Benefits.** Adrian shall receive all fringe benefits including, but not limited to, vacation, sick leave, holidays, leaves of absence, and reimbursement of job-related expenses, as specified in Board policy and regulations. Such benefits shall be as currently provided or as subsequently modified by Board.
12. **Evaluation.** Adrian shall be evaluated annually by the Chancellor, in consultation with Board, pursuant to District policy and regulations, as currently exists or as hereinafter may be amended.
13. **Dismissal or Imposition of Penalties During the Term of Agreement.** Pursuant to Section 72411.5 of the *Education Code*, the grounds for dismissal or for imposition of penalties on Adrian during the term of this Agreement shall be insubordination, incompetence, unsatisfactory performance, unprofessional conduct, inability to perform, and persistent or serious violation of law or of District policy or procedures. Adrian shall be entitled to due process protections as required by law.
14. **Retreat Rights.** The retreat rights for Adrian shall be in accordance with Board Policy and Section 87458 of the *Education Code*. Adrian's initial placement on the faculty salary schedule will be at a column and step to be determined by District.
15. **Buy-Out of Agreement.** Except if District terminates this Agreement pursuant to Section 13 of this Agreement, and notwithstanding Section 53260 of the *Government Code*, the maximum cash settlement that Adrian may receive shall be an amount equal to the monthly salary of Adrian multiplied by the number of months left on the unexpired term of this Agreement. However, if the unexpired term of this Agreement is greater than twelve months, the maximum cash settlement shall be an amount equal to the monthly salary of Adrian multiplied by twelve.
16. **Medical Examination.** Adrian agrees to have a comprehensive medical examination every academic year which shall be conducted by a physician chosen by Adrian. Additionally, District retains the right to require Adrian to undergo additional medical examinations by a physician of Board's choice; the scope of any such additional medical examination shall be limited to whether there are any functional limitations with respect to Adrian's ability to perform her duties and responsibilities as President of Coastline Community College. District shall pay the cost of all medical examinations pursuant to this Section 16. Adrian shall provide a written description of her duties and responsibilities to the physician prior to the examination, and the physician shall inform the Chancellor and Board, in writing, only as to whether there are any functional limitations with respect to Adrian's ability to perform her duties and responsibilities as President of Coastline Community College.
17. **Reassignment During the Term of Agreement.** Board, without cause, may reassign Adrian to any administrative or faculty position for which Adrian is qualified. In

consideration of District's right of reassignment, District shall pay to Adrian her current salary for the remainder of the term of this Agreement.

18. **Savings Clause.** If any provision of this Agreement is held to be contrary to law, all other provisions shall continue to remain in full force and effect.

19. **Entire Agreement.** This Agreement contains the entire agreement and understanding between the Parties. There are no terms, conditions, or oral understandings not contained in this Agreement.

20. **Amendment.** This Agreement may be modified or superseded only by a written amendment executed by both Parties.

The Parties have duly executed this Agreement on the dates indicated below.

Jim Moreno
President, Board of Trustees
Coast Community College District

Date

Dr. Loretta Adrian
President, Coastline Community College

Date

**COAST COMMUNITY COLLEGE DISTRICT
EXECUTIVE EDUCATIONAL ADMINISTRATOR
EMPLOYMENT AGREEMENT**

1. **Parties.** The Board of Trustees ("Board") of Coast Community College District ("District"), on the one hand, and Johns W. Bryan ("Bryan"), on the other hand, hereby enter into this Executive Educational Administrator Employment Agreement ("Agreement"). District and Bryan are referred to herein individually as "Party" and collectively as "Parties."
2. **Position.** District hereby employs Bryan in the position of President of Golden West College.
3. **General Conditions of Employment.** This Agreement is subject to all applicable laws of the State of California, the regulations of the Board of Governors of the California Community Colleges, and the rules, regulations, policies, and procedures of District. These laws, rules, regulations, policies, and procedures, which may be amended, augmented, or repealed from time-to-time, are integrated into this Agreement.
4. **Duties and Responsibilities.** Bryan agrees to perform all of the duties, and accepts all of the responsibilities, as specified in the job description for President of Golden West College, as currently exists or as subsequently may be modified, and all duties and responsibilities which may be delegated or assigned to Bryan by the Chancellor or Board.
5. **Term.** District agrees to employ Bryan, and Bryan agrees to serve, for the period commencing on July 1, 2012 and ending on June 30, 2015. This Agreement expires on June 30, 2015 and is not subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*. After the Chancellor submits Bryan's annual performance evaluation to Board, District shall make a good faith effort to notify Bryan by December 30, 2013 as to whether District intends to re-employ Bryan for another contract term. In any event, District shall notify Bryan by June 30, 2014 as to whether District intends to re-employ Bryan for another contract term; if the District fails to provide Bryan with this written notification by June 30, 2014, then Bryan shall be re-employed through June 30, 2016, and that re-employment shall not be subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*.
6. **Prior Agreements.** This Agreement supersedes all prior employment agreements between the Parties.
7. **Salary.** District shall pay an annual salary to Bryan of \$217,928, payable on a monthly basis. Salary for a service period less than the full academic year shall be paid on a prorated basis. Based on Bryan's evaluation, the Board will consider salary increases for Bryan on a periodic basis based on the Chancellor's recommendation.
8. **Mileage Stipend.** Bryan is entitled to a monthly mileage stipend of \$290 for use of his own car on District business.
9. **Work Year.** The work year for this Agreement is 12 months.

10. **Health and Welfare Benefits.** District shall provide Bryan with the same health and welfare benefits as approved by Board for all District educational administrators. Such benefits shall be as currently provided or as subsequently modified by Board.

11. **Fringe Benefits.** Bryan shall receive all fringe benefits including, but not limited to, vacation, sick leave, holidays, leaves of absence, and reimbursement of job-related expenses, as specified in Board policy and regulations. Such benefits shall be as currently provided or as subsequently modified by Board.

12. **Evaluation.** Bryan shall be evaluated annually by the Chancellor, in consultation with Board, pursuant to District policy and regulations, as currently exists or as hereinafter may be amended.

13. **Dismissal or Imposition of Penalties During the Term of Agreement.** Pursuant to Section 72411.5 of the *Education Code*, the grounds for dismissal or for imposition of penalties on Bryan during the term of this Agreement shall be insubordination, incompetence, unsatisfactory performance, unprofessional conduct, inability to perform, and persistent or serious violation of law or of District policy or procedures. Bryan shall be entitled to due process protections as required by law.

14. **Retreat Rights.** The retreat rights for Bryan shall be in accordance with Board Policy and Section 87458 of the *Education Code*. Bryan's initial placement on the faculty salary schedule will be at a column and step to be determined by District.

15. **Buy-Out of Agreement.** Except if District terminates this Agreement pursuant to Section 13 of this Agreement, and notwithstanding Section 53260 of the *Government Code*, the maximum cash settlement that Bryan may receive shall be an amount equal to the monthly salary of Bryan multiplied by the number of months left on the unexpired term of this Agreement. However, if the unexpired term of this Agreement is greater than twelve months, the maximum cash settlement shall be an amount equal to the monthly salary of Bryan multiplied by twelve.

16. **Medical Examination.** Bryan agrees to have a comprehensive medical examination every academic year which shall be conducted by a physician chosen by Bryan. Additionally, District retains the right to require Bryan to undergo additional medical examinations by a physician of Board's choice; the scope of any such additional medical examination shall be limited to whether there are any functional limitations with respect to Bryan's ability to perform his duties and responsibilities as President of Golden West College. District shall pay the cost of all medical examinations pursuant to this Section 16. Bryan shall provide a written description of his duties and responsibilities to the physician prior to the examination, and the physician shall inform the Chancellor and Board, in writing, only as to whether there are any functional limitations with respect to Bryan's ability to perform his duties and responsibilities as President of Golden West College.

17. **Reassignment During the Term of Agreement.** Board, without cause, may reassign Bryan to any administrative or faculty position for which Bryan is qualified. In consideration of District's right of reassignment, District shall pay to Bryan his current salary for the remainder of the term of this Agreement.

18. **Savings Clause.** If any provision of this Agreement is held to be contrary to law, all other provisions shall continue to remain in full force and effect.

19. **Entire Agreement.** This Agreement contains the entire agreement and understanding between the Parties. There are no terms, conditions, or oral understandings not contained in this Agreement.

20. **Amendment.** This Agreement may be modified or superseded only by a written amendment executed by both Parties.

The Parties have duly executed this Agreement on the dates indicated below.

Jim Moreno
President, Board of Trustees
Coast Community College District

Date

Johns W. Bryan
President, Golden West College

Date

**COAST COMMUNITY COLLEGE DISTRICT
EXECUTIVE EDUCATIONAL ADMINISTRATOR
EMPLOYMENT AGREEMENT**

1. **Parties.** The Board of Trustees ("Board") of Coast Community College District ("District"), on the one hand, and Dr. Dennis R. Harkins ("Harkins"), on the other hand, hereby enter into this Executive Educational Administrator Employment Agreement ("Agreement"). District and Harkins are referred to herein individually as "Party" and collectively as "Parties."

2. **Position.** District hereby employs Harkins in the position of President of Orange Coast College.

3. **General Conditions of Employment.** This Agreement is subject to all applicable laws of the State of California, the regulations of the Board of Governors of the California Community Colleges, and the rules, regulations, policies, and procedures of District. These laws, rules, regulations, policies, and procedures, which may be amended, augmented, or repealed from time-to-time, are integrated into this Agreement.

4. **Duties and Responsibilities.** Harkins agrees to perform all of the duties, and accepts all of the responsibilities, as specified in the job description for President of Orange Coast College, as currently exists or as subsequently may be modified, and all duties and responsibilities which may be delegated or assigned to Harkins by the Chancellor or Board.

5. **Term.** District agrees to employ Harkins, and Harkins agrees to serve, for the period commencing on July 1, 2012 and ending on June 30, 2015. This Agreement expires on June 30, 2015 and is not subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*. After the Chancellor submits Harkins's annual performance evaluation to Board, District shall make a good faith effort to notify Harkins by December 30, 2013 as to whether District intends to re-employ Harkins for another contract term. In any event, District shall notify Harkins by June 30, 2014 as to whether District intends to re-employ Harkins for another contract term; if the District fails to provide Harkins with this written notification by June 30, 2014, then Harkins shall be re-employed through June 30, 2016, and that re-employment shall not be subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*.

6. **Prior Agreements.** This Agreement supersedes all prior employment agreements between the Parties.

7. **Salary.** District shall pay an annual salary to Harkins of \$198,000, payable on a monthly basis. Salary for a service period less than the full academic year shall be paid on a prorated basis. Based on Harkins's evaluation, the Board will consider salary increases for Harkins on a periodic basis based on the Chancellor's recommendation.

8. **Mileage Stipend.** Harkins is entitled to a monthly mileage stipend of \$290 for use of his own car on District business.

9. **Work Year.** The work year for this Agreement is 12 months.
10. **Health and Welfare Benefits.** District shall provide Harkins with the same health and welfare benefits as approved by Board for all District educational administrators. Such benefits shall be as currently provided or as subsequently modified by Board.
11. **Fringe Benefits.** Harkins shall receive all fringe benefits including, but not limited to, vacation, sick leave, holidays, leaves of absence, and reimbursement of job-related expenses, as specified in Board policy and regulations. Such benefits shall be as currently provided or as subsequently modified by Board.
12. **Evaluation.** Harkins shall be evaluated annually by the Chancellor, in consultation with Board, pursuant to District policy and regulations, as currently exists or as hereinafter may be amended.
13. **Dismissal or Imposition of Penalties During the Term of Agreement.** Pursuant to Section 72411.5 of the *Education Code*, the grounds for dismissal or for imposition of penalties on Harkins during the term of this Agreement shall be insubordination, incompetence, unsatisfactory performance, unprofessional conduct, inability to perform, and persistent or serious violation of law or of District policy or procedures. Harkins shall be entitled to due process protections as required by law.
14. **Retreat Rights.** The retreat rights for Harkins shall be in accordance with Board Policy and Section 87458 of the *Education Code*. Harkins's initial placement on the faculty salary schedule will be at a column and step to be determined by District.
15. **Buy-Out of Agreement.** Except if District terminates this Agreement pursuant to Section 13 of this Agreement, and notwithstanding Section 53260 of the *Government Code*, the maximum cash settlement that Harkins may receive shall be an amount equal to the monthly salary of Harkins multiplied by the number of months left on the unexpired term of this Agreement. However, if the unexpired term of this Agreement is greater than twelve months, the maximum cash settlement shall be an amount equal to the monthly salary of Harkins multiplied by twelve.
16. **Medical Examination.** Harkins agrees to have a comprehensive medical examination every academic year which shall be conducted by a physician chosen by Harkins. Additionally, District retains the right to require Harkins to undergo additional medical examinations by a physician of Board's choice; the scope of any such additional medical examination shall be limited to whether there are any functional limitations with respect to Harkins's ability to perform his duties and responsibilities as President of Orange Coast College. District shall pay the cost of all medical examinations pursuant to this Section 16. Harkins shall provide a written description of his duties and responsibilities to the physician prior to the examination, and the physician shall inform the Chancellor and Board, in writing, only as to whether there are any functional limitations with respect to Harkins's ability to perform his duties and responsibilities as President of Orange Coast College.
17. **Reassignment During the Term of Agreement.** Board, without cause, may reassign Harkins to any administrative or faculty position for which Harkins is qualified. In

consideration of District's right of reassignment, District shall pay to Harkins his current salary for the remainder of the term of this Agreement.

18. **Savings Clause.** If any provision of this Agreement is held to be contrary to law, all other provisions shall continue to remain in full force and effect.

19. **Entire Agreement.** This Agreement contains the entire agreement and understanding between the Parties. There are no terms, conditions, or oral understandings not contained in this Agreement.

20. **Amendment.** This Agreement may be modified or superseded only by a written amendment executed by both Parties.

The Parties have duly executed this Agreement on the dates indicated below.

Jim Moreno
President, Board of Trustees
Coast Community College District

Date

Dr. Dennis R. Harkins
President, Orange Coast College

Date

**COAST COMMUNITY COLLEGE DISTRICT
EXECUTIVE EDUCATIONAL ADMINISTRATOR
EMPLOYMENT AGREEMENT**

1. **Parties.** The Board of Trustees ("Board") of Coast Community College District ("District"), on the one hand, and W. Andrew Dunn ("Dunn"), on the other hand, hereby enter into this Executive Educational Administrator Employment Agreement ("Agreement"). District and Dunn are referred to herein individually as "Party" and collectively as "Parties."

2. **Position.** District hereby employs Dunn in the position of Vice-Chancellor of Finance and Administrative Services.

3. **General Conditions of Employment.** This Agreement is subject to all applicable laws of the State of California, the regulations of the Board of Governors of the California Community Colleges, and the rules, regulations, policies, and procedures of District. These laws, rules, regulations, policies, and procedures, which may be amended, augmented, or repealed from time-to-time, are integrated into this Agreement.

4. **Duties and Responsibilities.** Dunn agrees to perform all of the duties, and accepts all of the responsibilities, as specified in the job description for Vice-Chancellor of Finance and Administrative Services, as currently exists or as subsequently may be modified, and all duties and responsibilities which may be delegated or assigned to Dunn by the Chancellor or Board.

5. **Term.** District agrees to employ Dunn, and Dunn agrees to serve, for the period commencing on July 1, 2012 and ending on June 30, 2015. This Agreement expires on June 30, 2015 and is not subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*. After the Chancellor submits Dunn's annual performance evaluation to Board, District shall make a good faith effort to notify Dunn by December 30, 2013 as to whether District intends to re-employ Dunn for another contract term. In any event, District shall notify Dunn by June 30, 2014 as to whether District intends to re-employ Dunn for another contract term; if the District fails to provide Dunn with this written notification by June 30, 2014, then Dunn shall be re-employed through June 30, 2016, and that re-employment shall not be subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*.

6. **Prior Agreements.** This Agreement supersedes all prior employment agreements between the Parties.

7. **Salary.** District shall pay an annual salary to Dunn of \$190,000, payable on a monthly basis. Salary for a service period less than the full academic year shall be paid on a prorated basis. Based on Dunn's evaluation, the Board will consider salary increases for Dunn on a periodic basis based on the Chancellor's recommendation.

8. **Mileage Stipend.** Dunn is entitled to a monthly mileage stipend of \$290 for use of his own car on District business.

9. **Work Year.** The work year for this Agreement is 12 months.

10. **Health and Welfare Benefits.** District shall provide Dunn with the same health and welfare benefits as approved by Board for all District educational administrators. Such benefits shall be as currently provided or as subsequently modified by Board.

11. **Fringe Benefits.** Dunn shall receive all fringe benefits including, but not limited to, vacation, sick leave, holidays, leaves of absence, and reimbursement of job-related expenses, as specified in Board policy and regulations. Such benefits shall be as currently provided or as subsequently modified by Board.

12. **Evaluation.** Dunn shall be evaluated annually by the Chancellor, in consultation with Board, pursuant to District policy and regulations, as currently exists or as hereinafter may be amended.

13. **Dismissal or Imposition of Penalties During the Term of Agreement.** Pursuant to Section 72411.5 of the *Education Code*, the grounds for dismissal or for imposition of penalties on Dunn during the term of this Agreement shall be insubordination, incompetence, unsatisfactory performance, unprofessional conduct, inability to perform, and persistent or serious violation of law or of District policy or procedures. Dunn shall be entitled to due process protections as required by law.

14. **Retreat Rights.** The retreat rights for Dunn shall be in accordance with Board Policy and Section 87458 of the *Education Code*. Dunn's initial placement on the faculty salary schedule will be at a column and step to be determined by District.

15. **Buy-Out of Agreement.** Except if District terminates this Agreement pursuant to Section 13 of this Agreement, and notwithstanding Section 53260 of the *Government Code*, the maximum cash settlement that Dunn may receive shall be an amount equal to the monthly salary of Dunn multiplied by the number of months left on the unexpired term of this Agreement. However, if the unexpired term of this Agreement is greater than twelve months, the maximum cash settlement shall be an amount equal to the monthly salary of Dunn multiplied by twelve.

16. **Medical Examination.** Dunn agrees to have a comprehensive medical examination every academic year which shall be conducted by a physician chosen by Dunn. Additionally, District retains the right to require Dunn to undergo additional medical examinations by a physician of Board's choice; the scope of any such additional medical examination shall be limited to whether there are any functional limitations with respect to Dunn's ability to perform his duties and responsibilities as Vice-Chancellor of Finance and Administrative Services. District shall pay the cost of all medical examinations pursuant to this Section 16. Dunn shall provide a written description of his duties and responsibilities to the physician prior to the examination, and the physician shall inform the Chancellor and Board, in writing, only as to whether there are any functional limitations with respect to Dunn's ability to perform his duties and responsibilities as Vice-Chancellor of Finance and Administrative Services.

17. **Reassignment During the Term of Agreement.** Board, without cause, may reassign Dunn to any administrative or faculty position for which Dunn is qualified. In consideration of District's right of reassignment, District shall pay to Dunn his current salary for

the remainder of the term of this Agreement.

18. **Savings Clause.** If any provision of this Agreement is held to be contrary to law, all other provisions shall continue to remain in full force and effect.

19. **Entire Agreement.** This Agreement contains the entire agreement and understanding between the Parties. There are no terms, conditions, or oral understandings not contained in this Agreement.

20. **Amendment.** This Agreement may be modified or superseded only by a written amendment executed by both Parties.

The Parties have duly executed this Agreement on the dates indicated below.

Jim Moreno
President, Board of Trustees
Coast Community College District

Date

W. Andrew Dunn
Vice-Chancellor of Finance and Administrative
Services

Date

**COAST COMMUNITY COLLEGE DISTRICT
EXECUTIVE EDUCATIONAL ADMINISTRATOR
EMPLOYMENT AGREEMENT**

1. **Parties.** The Board of Trustees ("Board") of Coast Community College District ("District"), on the one hand, and Dr. Deborah Hirsh ("Hirsh"), on the other hand, hereby enter into this Executive Educational Administrator Employment Agreement ("Agreement"). District and Hirsh are referred to herein individually as "Party" and collectively as "Parties."

2. **Position.** District hereby employs Hirsh in the position of Vice-Chancellor of Human Resources.

3. **General Conditions of Employment.** This Agreement is subject to all applicable laws of the State of California, the regulations of the Board of Governors of the California Community Colleges, and the rules, regulations, policies, and procedures of District. These laws, rules, regulations, policies, and procedures, which may be amended, augmented, or repealed from time-to-time, are integrated into this Agreement.

4. **Duties and Responsibilities.** Hirsh agrees to perform all of the duties, and accepts all of the responsibilities, as specified in the job description for Vice-Chancellor of Human Resources, as currently exists or as subsequently may be modified, and all duties and responsibilities which may be delegated or assigned to Hirsh by the Chancellor or Board.

5. **Term.** District agrees to employ Hirsh, and Hirsh agrees to serve, for the period commencing on July 1, 2012 and ending on June 30, 2015. This Agreement expires on June 30, 2015 and is not subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*. After the Chancellor submits Hirsh's annual performance evaluation to Board, District shall make a good faith effort to notify Hirsh by December 30, 2013 as to whether District intends to re-employ Hirsh for another contract term. In any event, District shall notify Hirsh by June 30, 2014 as to whether District intends to re-employ Hirsh for another contract term; if the District fails to provide Hirsh with this written notification by June 30, 2014, then Hirsh shall be re-employed through June 30, 2016, and that re-employment shall not be subject to automatic renewal pursuant to subsection "c" of Section 72411 of the *Education Code*.

6. **Prior Agreements.** This Agreement supersedes all prior employment agreements between the Parties.

7. **Salary.** District shall pay an annual salary to Hirsh of \$190,000, payable on a monthly basis. Salary for a service period less than the full academic year shall be paid on a prorated basis. Based on Hirsh's evaluation, the Board will consider salary increases for Hirsh on a periodic basis based on the Chancellor's recommendation.

8. **Mileage Stipend.** Hirsh is entitled to a monthly mileage stipend of \$290 for use of her own car on District business.

9. **Work Year.** The work year for this Agreement is 12 months.

10. **Health and Welfare Benefits.** District shall provide Hirsh with the same health and welfare benefits as approved by Board for all District educational administrators. Such benefits shall be as currently provided or as subsequently modified by Board.

11. **Fringe Benefits.** Hirsh shall receive all fringe benefits including, but not limited to, vacation, sick leave, holidays, leaves of absence, and reimbursement of job-related expenses, as specified in Board policy and regulations. Such benefits shall be as currently provided or as subsequently modified by Board.

12. **Evaluation.** Hirsh shall be evaluated annually by the Chancellor, in consultation with Board, pursuant to District policy and regulations, as currently exists or as hereinafter may be amended.

13. **Dismissal or Imposition of Penalties During the Term of Agreement.** Pursuant to Section 72411.5 of the *Education Code*, the grounds for dismissal or for imposition of penalties on Hirsh during the term of this Agreement shall be insubordination, incompetence, unsatisfactory performance, unprofessional conduct, inability to perform, and persistent or serious violation of law or of District policy or procedures. Hirsh shall be entitled to due process protections as required by law.

14. **Retreat Rights.** The retreat rights for Hirsh shall be in accordance with Board Policy and Section 87458 of the *Education Code*. Hirsh's initial placement on the faculty salary schedule will be at a column and step to be determined by District.

15. **Buy-Out of Agreement.** Except if District terminates this Agreement pursuant to Section 13 of this Agreement, and notwithstanding Section 53260 of the *Government Code*, the maximum cash settlement that Hirsh may receive shall be an amount equal to the monthly salary of Hirsh multiplied by the number of months left on the unexpired term of this Agreement. However, if the unexpired term of this Agreement is greater than twelve months, the maximum cash settlement shall be an amount equal to the monthly salary of Hirsh multiplied by twelve.

16. **Medical Examination.** Hirsh agrees to have a comprehensive medical examination every academic year which shall be conducted by a physician chosen by Hirsh. Additionally, District retains the right to require Hirsh to undergo additional medical examinations by a physician of Board's choice; the scope of any such additional medical examination shall be limited to whether there are any functional limitations with respect to Hirsh's ability to perform her duties and responsibilities as Vice-Chancellor of Human Resources. District shall pay the cost of all medical examinations pursuant to this Section 16. Hirsh shall provide a written description of her duties and responsibilities to the physician prior to the examination, and the physician shall inform the Chancellor and Board, in writing, only as to whether there are any functional limitations with respect to Hirsh's ability to perform her duties and responsibilities as Vice-Chancellor of Human Resources.

17. **Reassignment During the Term of Agreement.** Board, without cause, may reassign Hirsh to any administrative or faculty position for which Hirsh is qualified. In consideration of District's right of reassignment, District shall pay to Hirsh her current salary for the remainder of the term of this Agreement.

18. **Savings Clause.** If any provision of this Agreement is held to be contrary to law, all other provisions shall continue to remain in full force and effect.

19. **Entire Agreement.** This Agreement contains the entire agreement and understanding between the Parties. There are no terms, conditions, or oral understandings not contained in this Agreement.

20. **Amendment.** This Agreement may be modified or superseded only by a written amendment executed by both Parties.

The Parties have duly executed this Agreement on the dates indicated below.

Jim Moreno
President, Board of Trustees
Coast Community College District

Date

Dr. Deborah D. Hirsh
Vice-Chancellor of Human Resources

Date

District-wide Functional Map Coast Community College District

As of 10/10/2012

**Division: CHANCELLOR'S OFFICE
Chancellor: Dr. Andrew Jones**

The Chancellor bears responsibility and is fully accountable for all operations, programs, and services provided in the name of the district. Working with all district constituencies, the Chancellor guides the development of the district's mission and strategic goals and oversees the allocation of district resources in their support. As the district's chief executive and advocate, the Chancellor also represents the interests of the district and colleges to local, state, and national stakeholders and decision makers. The Chancellor delegates appropriate authority to the college presidents and holds them accountable for the operations and programs offered at district colleges.

Accreditation standards addressed by the responsibilities described in the section below: I.A.1—4, I.B.4 & 6, IV.A.1—5, III. D. 1, III. D. 2 d, IV.B.1 a—h, IV.B.2 a—e, IV.B.3 a—g

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Institutional Leadership	The Chancellor serves as chief executive of the district Advises the Board of Trustees Participates in the orientation of new board members Coordinates the completion of the Board's annual self-evaluation and retreats Supervises, coordinates, and evaluates the activities of the Chancellor's Cabinet (presidents & executive staff) Assures the quality of all district –level	Presidents provide leadership at the colleges Presidents encourage a culture of participatory governance and collegial decision making Presidents assume responsibility for all educational and student services programs offered in the name of college Presidents or designee support the colleges in all collective bargaining processes Presidents demonstrate leadership in evaluating the college's effectiveness in achieving its mission and goals	District fulfills its stated mission, as documented by established outcomes measures and outcomes associated with district and college institutional effectiveness reports The Board is fully informed of District strategic priorities and other district-wide initiatives New board members are oriented Board participates in annual self evaluation and retreat Chancellor's Cabinet meets twice monthly to formulate policy recommendations and

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	decision-making and participatory governance processes Provides leadership in the development of the District Mission and strategic and facilities plans Provides leadership for collective bargaining processes Provides leadership for the on-going improvement of district-wide administrative support services Establishes and maintain the roles and responsibilities of the district in relation to the colleges and evaluates this delineation on a regular basis to improve district/college functions Serves as liaison between the colleges and the Board of Trustees	Presidents demonstrate leadership in guiding the development of strategic and operational planning and goal-setting processes and their common improvement. Presidents serve as executive representatives on district-wide councils and committees Presidents represent their colleges and the District to the communities they serve Presidents participate actively in an on-going dialogue meant to clarify district/college functions and responsibilities in a collaborative setting	discusses future initiatives As evidenced by survey data, district-wide participatory governance processes are actively supported and are assessed and improved regularly Goals and objectives of the District Strategic Plan are monitored, revised regularly, and effectiveness outcomes are reported annually to the Board Business contracts are developed responsibly and honored Labor contracts are negotiated responsibly and honored District policies and procedures are followed and are evaluated and revised cyclically. The delineation of district/college roles and responsibilities ("Functional Map") is revised periodically through a process of mutual dialogue between the District Office, district-wide operations, and the colleges The Chancellor's Cabinet, the colleges, and the Board communicate efficiently and regularly
Board Policies and Administrative Procedures	Advises the Board in the development of Board policies and Administrative Procedures Establishes and maintains district-wide administrative policies through Chancellor's	Presidents and college leadership participate in district-wide councils and committees to develop policy recommendations Presidents and college leadership monitor the effectiveness of policies and periodically make	Board policies and administrative procedures are implemented, evaluated and revised on a regular basis using the process defined in Board Policy 2410 and Administrative Procedure 2410 Board Policies and Administrative Procedures.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	communications and Administrative Regulations Provides for the regular review and updating of all communications and administrative policies	recommendations for their revision	
Advocacy	Represents the district and district colleges to all local, state, and national constituencies Participates in the development of legislative policy and advocacy positions on behalf of the district and the colleges (i.e., resolutions, participation in state organizations, etc)	Presidents represent the college and district to external stakeholders and local, state and national constituencies Through Board committees and district-wide councils, presidents and college leaders participate in the formulation of advocacy positions and priorities	The district is represented at local, statewide, and national events The district has an effective legislative agenda which is evaluated regularly via the Board's Legislative Committee
Financial Stability and Resource Development	Assures that district resources are aligned in response to the district's mission and strategic goals and priorities Provides budgetary accountability at the district and college level Establishes long-range plans to assure district and college fiscal stability Identifies and pursues initiatives to augment district and college resources and external partnerships Coordinates and implements district bond programs to secure bond funding	Presidents assure that college resources are allocated in response to institutional mission and in support of college strategic goals and priorities Presidents and college leaders assure that the institution is operated in a fiscally responsible manner and that long-term obligations are met Presidents and college leaders identify and pursue external funding sources to augment college budgets Presidents participate in the implementation of local bond projects in order to maximize outcomes and shepherd funding	District resource allocation acknowledge district strategic goals and objectives District maintains a sufficient reserve District budget allocation model is reviewed and revised regularly The District Budget Advisory Committee addresses short-term college budget shortfalls, if needed External partnerships result in verifiable increases in district revenues, if appropriate Bond programs are executed efficiently and are in compliance with state laws and guidelines

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
District and College Foundations	Participates in the selection of Director of the District Foundation and assists in District Foundation activities and fund raising efforts Assures that the District Foundation operates in a fiscally responsible manner	College presidents participate in the selection of college foundation directors College presidents assure that foundations operate in a fiscally responsible manner	Foundations' audit reports are unqualified District Foundation awards scholarships to students annually

Division: EDUCATIONAL SERVICES AND TECHNOLOGY

Vice Chancellor: Dr. Andreea Serban

Roles & Responsibilities

The Division of Educational Services and Technology provides oversight, coordination and support for instructional, student services, and career technical education programs across the district as well as for grant development, educational and strategic planning, institutional research, international programs, and economic and partnership development. The Division of Educational Services and Technology provides support and coordination for college accreditation and integration of district related information in the college institutional self-evaluations. The division also provides leadership for the strategic planning, development, implementation, and support of district-wide information and learning technologies for instruction, student services and administrative and operational systems.

The District Information Services unit reports to the Vice Chancellor of Educational Services and Technology. The District Information Services is charged with information systems, networks, and communication and computer services. The department makes specific recommendations to the District Executive Team on the use of technology throughout the District regarding both ongoing activities and future direction. Each College also has its own information technology staff and operations.

Accreditation standards addressed by the responsibilities described in the section below: I.A.1—4, I.B.1—7, II. A. 2 e & f, IV. B.1 i, IV.B.1 j, IV. B. 3 a & f, IV. B. 3. g

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Strategic Planning	Guide periodic review of the district's mission, assess the effectiveness of its implementation, and assure that the mission aligns with the district's strategic goals and priorities Support the design, implementation, and assessment of the District Strategic Planning process leading to publication of the District Strategic Plan (DSP)	Provide input to the strategic planning process through participation on the District and College Planning Taskforces Collection and organization of background information and environmental scanning Coordination of campus input in the development of college plans Facilitate the development of college planning	The district's mission is reviewed and revised on a regular basis The District Strategic Plan is developed through a broad and inclusive process The goals and objectives of the District Strategic Plan are aligned with the district mission Indicators of access, student success,

	Review and modify DSP goals and objectives on a periodic basis Define and monitor indicators of institutional effectiveness correlated with the DSP goals and objectives Monitor the effectiveness of district and college efforts in support of DSP goals and objectives Facilitate annual presentations to the Board of Trustees and other groups on measures of institutional effectiveness, including the ARCC AB 1417 outcome measures, and measures associated with the Basic Skills Initiative	goals and objectives. Align college goals and objectives with those of the District Strategic Plan Maintaining and publishing the college plan Design and implement regular, systematic college-level planning processes, including educational master planning, strategic planning, facilities master planning, information technology planning, budget planning, program review, etc. Establish cycles of assessment and program improvement linked to planning goals and objectives Facilitate and coordinate assessment of effectiveness of all college programs and make changes to improve institutional effectiveness Report on a regular basis to local stakeholders, the public and the Board of Trustees on the effectiveness of college planning efforts	educational excellence, demonstrate institutional improvement District and college planning efforts are evaluated periodically, and, as a result of such evaluation, are revised to guarantee continuous institutional improvement The Board and all district and college constituencies are all informed about the district mission and the DSP
Accreditation Support	Assist college personnel in coordinating accreditation efforts for comprehensive site visits and midterm, progress and other required annual reports Provide college accreditation leaders information in support of district-wide accreditation issues Coordinate the development of timelines for the completion of institutional self-evaluations and continues to monitor college progress	The colleges offer educational and student support services that fulfill all eligibility and standard requirements for accreditation Organize college efforts to meet or exceed accreditation standards Develop timelines aligned across the three colleges for completing the accreditation institutional self-evaluation Complete accreditation self-evaluation, midterm, and progress reports in a timely manner The college supports the production of self	Colleges complete accreditation processes efficiently and submit reports for Board review on time The accrediting commission acts to reaffirm the accreditation of colleges upon receipt of self study, midterm, and progress reports The Board, the general public, and all college stakeholders are informed about the accreditation status of colleges through materials posted on the college web sites and presentation at Board meetings.

	Vice Chancellor serves as liaison to the Board of Trustees and the Chancellor on all issues related to college accreditation Vice Chancellor coordinates the production, review, and updating of the "Functional Map" of district/college responsibilities and duties	evaluation evidence as well as evidence collection, storage and retrieval Monitor changes and submit substantive change reports as needed Submit reports for public Board review and approval prior to forwarding them to the ACCJC Participate in district-wide accreditation coordination activities, including those devoted to reviewing and updating the "Functional Map" of district/college duties and responsibilities
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Institutional Research

Accreditation standards addressed by the responsibilities described in the section below: I. B. 1, I. B. 3 & 4, I. B. 6 & 7, II. A. 1 a & b, II. B. 1 & 3

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Policy & Decision Support	Research and analyze multi-college and district wide issues as requested Maintain a district repository of research reports completed	Research and analysis for individual college issues Maintain a college repository of research reports completed	User satisfaction on responsiveness and adequacy of research Continuing self evaluation based on keeping current with the field of higher education policy and research Number of titles added to repository each year
Assessment of Institutional Effectiveness including Student Learning Outcomes (SLOs)	Coordinate with the college Research Directors the development and publishing of district-wide measures of institutional effectiveness (Key Performance Indicators). Interpret and provide context to district constituents.	Develop and publish college-specific measures of institutional effectiveness (Key Performance Indicators). Interpret and provide context to college constituents. Facilitate and support, with faculty SLO	Standardization of information Continuing self evaluation of appropriateness/extent of information posted to web site based on conversations with users Evaluation by superiors on responsiveness to requests and adequacy of information provided

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	Develop and maintain district fact sheet	coordinators, the complete cycle of assessment for all courses, programs, and institutional SLOs. Collect and manage the information from completed SLO assessments, including documented changes resulting from the assessment process. Facilitate college-wide dialogue where appropriate.	
Ad Hoc Research Requests	Field and respond to requests that are district-wide. Either collaborate with College Research Directors to develop the report or vet the completed reports through College Research Directors prior to release.	Field and respond to requests specific to the College. Redirect requests from outside of the District to in-house staff/counsel for review.	
Data Validation	Submit data files to external agencies for validation Provides external agencies data error reports to colleges	Analyze and validate college data Creation of Error Checking reports (ODS or Argos) Correct data in Banner in accordance to external mandates	Meets or exceeds external agencies reporting standards: Chancellor's Office/IPEDS/ Department of Education.
Report Requests for Release in Production Environment	In collaboration with IT staff, create reports using ERP data and agreed upon report writing systems Assist in the validation of data	Assist in the validation of data In collaboration with IT staff, create reports using ERP data and agreed upon report writing systems In collaboration with IT staff, manage report inventory	Standardization of reporting processes and output.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Environmental Scan	In coordination with College Researchers, provides common data regarding demographic, employment, educational, economic trends for the district and surrounding service areas Provide information on state and national trends affecting the district planning efforts Develop, analyze and coordinate surveys as needed	Provide college specific trend data, as needed, to support college planning	Production of data, statistics and graphic presentations.
Survey Development, Administration, Analysis and Support	Provide expertise in survey development and implementation to various district constituencies Creation and coordination of manager evaluation surveys for district managers and college presidents.	Develop, analyze and coordinate campus staff and student surveys as needed Provide expertise in survey development and implementation to various campus constituencies At Coastline and Orange Coast Colleges, creation and coordination of manager evaluation surveys for all levels of management through Vice Presidents.	Completed surveys.
Accountability & Compliance Reporting	Running, downloading, compiling, editing & sorting MIS submission reports from BANNER. Creation of reports files from the ODS and other sources for those MIS reports that are not available from BANNER (EB, EJ, SV). Work with college research offices to resolve any data errors in MIS submissions. Work with campus contacts for review and approval of categorical NEW/ORKs, Disabled Students (EOPS) and course data. Coordinate with campus HR staffs to acquire information for the EJ report (faculty reassignment release time).	Compile, review and verify the following reports/requirements, as appropriate, e.g.: ARCC Basic Skills 320 Apportionment Reports Gainful Employment IPEDS Accreditation annual reports Periodic CCCCCO reports/surveys. Review accuracy of IPEDS data submitted by district and provide feedback on submission errors.	MIS data submitted to CCCCCO for subsequent upload to IPEDS and the ARCC Report. Funding for categorical groups from MIS term submissions. Data available on the CCCCCO Data Mart web site. College data is reflected on the IPEDS College Navigator web site and issued in the annual ARCC Report. Gainful employment reporting and disclosure requirements submitted. Accurate and timely 320 apportionment reports.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	Input college-specific IPEDS data on the web and review data supplied through CCCCCO. Calculation of the Full-Time Faculty Obligation data.	Respond to external surveys as requested.	

Instructional and Student Support Services

Accreditation standards addressed by the responsibilities described in the section below: II.A.1 a—c, II.A.2.a, II.A.2.f, II.B.1 & 2, II.B.3.a—d

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Student Services Support	Provision of information, assistance, coordination and guidance to District and college leaders to assist them in achieving their institution's mission and goals. Review, revision and consultation on educational policies to ensure responsiveness to the district-wide needs and statutory and regulatory compliance. Review and revision of educational support systems & procedures in order to provide improved efficiency and effectiveness.	Deliver student services Manage programs (budget and reporting) Identify policy, systems and procedural needs	Count of Board Policies and Administrative Procedures reviewed and, if necessary, updated annually Satisfaction of constituency groups with revised systems and procedures
Curriculum Development, Revisions, Coordination and Support	Preparation of Board agenda items related to curriculum Board of Trustees has final approval authority on all courses and programs	College level course and program development, approval and revision Develop and implement program and viability review procedures Curriculum delivery	
International	Assist colleges with developing international	Recruitment of international students	Number of international students attending the

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Student and Study Abroad Programs Development, Administration and Support	student program plan Develop recruitment materials including translation into other languages if necessary Assess international student needs and 'best practices' for support services Coordinate with the colleges on international student related programs and issues Establish and maintain professional networks with related local, state, national and international organizations and agencies Research and write proposals for international education initiatives and grants Coordinate and administer study abroad programs	Support and instructional services for international students Reporting to SEVIS and compliance with federal regulations related to issuance of 20 and maintenance of foreign student status Development and implementation of partnerships with organizations and foreign colleges and universities	colleges Diversification of countries of origin for enrolled international students Partnerships with foreign colleges and universities and organizations that facilitate internationalization efforts
Student Success & Basic Skills Initiatives	Support the district's activities and strategies related to student success Work with district and college senior staff to define and implement policies and strategies related to student success Vice Chancellor of Educational Services and Technology serves as liaison to the Board of Trustees and the Chancellor on issues of student success and basic skills Vice Chancellor of Educational Services and Technology serves as liaison to local, state, and national groups on issues related to student success and basic skills	Maintain Student Success Committees (or committees dedicated to student success) and participate in the district-wide Student Success Initiative (SSI) Organize activities on campus devoted to enhancing student success outcomes Participate in the state Basic Skills Initiative and report to the state and the Board of Trustees regularly on actions taken and improvements made in support of basic skills programs Represent the college to local, regional and statewide constituencies on issue of student success and basic skills	ARCC measures and other locally defined Key Performance Indicators
District-wide	Explore and, when appropriate, guide the	Explore and, when appropriate, guide the	Development of new educational partnership

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Educational Initiatives development of innovative educational partnership programs with area public and private organizations Work with college faculty and staff to implement innovative educational partnership programs	development of innovative educational partnership programs with area public and private organizations Work with district and college staff to implement innovative educational partnership programs	development of innovative educational partnership programs with area public and private organizations Work with district and college staff to implement innovative educational partnership programs	program Increasing numbers of students enrolled and graduating from new partnership programs

Grant Development, Management, Coordination and Support

Accreditation standards addressed by the responsibilities described in the section below: II.A.1.a & b, II.A.5, III.C.1.b, III.D.2.a, b, d, f

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Grant Development, Administration and Reporting Identification of grant opportunities Coordination of grant efforts across the district Gathering of data and information to support grant Assist in development of match and identification of partners/collaborators Assist with grant administration, evaluation and reporting, as needed Prepare and submit quarterly and annual reports for grants from the State Chancellor's Office (e.g. SB 70 grants) Final approval	Grant development and identification of appropriate college staff to develop the grant application Grant preparation, identification of partners/collaborators and matches Final college level approval and authorization Implementation of grant objectives Evaluation of grant activities Reporting to granting agencies	Timeliness of data-gathering to support grant development Timeliness and responses District Office turn-around time on acquiring signatures	Meeting annual Perkins plans within established budgets and stated objectives
Perkins Career Technical	Develop and implement funding distribution system for distributing Perkins funds to career	Develop and implement funding distribution system for distributing Perkins funds to career	Meeting annual Perkins plans within established budgets and stated objectives

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Education Act Administration and Support	Monitor Perkins funds Provide information to colleges regarding funds and their use; provide information to colleges when opportunities occur for accessing additional funds Assist colleges with establishing annual targets for core Perkins indicators and monitor actual achievement of established targets; communicate with the State monitor on core Perkins indicator targets Act as liaison with state monitor on behalf of colleges Keep colleges informed on state and national issues affecting vocational programs.	and technical departments Ensure that program activities and expenditures are consistent with the approved annual plan Hold advisory meetings at least once per year for each Conduct program reviews every two years.	Reaching annual targets for core Perkins indicators

Information Technology

Accreditation standards addressed by the responsibilities described in the section below: III.C.1, III.C.1.a., III.C.1.b, III.C.1.c, III.C.1.d, III.C.2.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Technology Services and Support	In Spring 2008, with the successful implementation of the Banner system called Project Voyager, a District-wide Continuous Improvement Team (CIT) was formed to address ongoing technology needs. This team met every 3 weeks, and is comprised of the chairs of eight sub-committees (Research and Reporting,	Program review through various user departments to prioritize what to move forward to CIT/College Technology Committee. Instructional lab needs are coordinated between the faculty and college IT departments	CIT meeting agendas Other documentation is available on the Voyager website. Colleges regular technology survey/evaluation Resource requests

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	Student Systems, Instruction, Finance, Human Resources, Financial Aid, IT, and Luminis). These sub-committees represent all constituencies within the District. District-wide IT support is based on the CIT's findings. The District hosts and administers the Banner Enterprise Resource Planning (ERP) system, sub-systems, telecommunication services, and the CENIC internet connection for the campus. Through a District-wide Continuous Improvement Team, future enhancements to improve effectiveness are under regular evaluation.		College Technology plan Planning committee minutes Technology replacement schedule. 10-year CIP. Work orders/email
Technology Training	District IT does not provide direct student training. From time to time, based on need, District IT provides, either through staff or consultants, workshops for the District Office and college personnel.	College leadership, through program review processes, develops and reviews training requests.	Staff training documentation is available on the Voyager website. Procedure manuals are available in the Voyager portal. College Program review identifies staff development/training needs. Resource requests Staff Development Committee meeting minutes.
Technology Planning, Maintenance and Upgrades	The District hosts and administers the Banner ERP system, sub-systems, telecommunication services, and the CENIC internet connection for its institutions.	College technology plans include a schedule for replacement hardware and infrastructure. Determined by available funding	CIT agendas and documentation illustrate the process of technology planning. The Voyager website lists upgrades and

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	The Banner system is upgraded semi-annually. These upgrades are coordinated through the CIT. District-wide IT infrastructure and equipment upgrades or replacements are coordinated through a District-wide IT directors committee.		acquired technology.
Technology Resource Allocation	Through CIT and district-wide IT leadership, all technology support and services are reviewed to ensure the institution's needs are met. Services include: 1. the Banner system and related sub-systems, 2. Wide Area Network (WAN) 3. Internet, software licenses, and telecommunications.	Through Program reviews and technology surveys, college determines IT needs.	The Voyager website lists all enhancements pending with priority ranking, in-progress, or completed.
Technology Planning integration	Technology planning, at the District level, is primarily coordinated through the CIT. This provides a bottom up approach for evaluating technology resources and identifying areas for improvement.	College annual budget and planning process incorporates college technology needs.	CIT and its sub-committees meeting agendas and documentation are available on the Voyager portal. Lab usage reports.

Division: Human Resources

Vice Chancellor Dr. Deborah Hirsh

Roles & Responsibilities

The Division of Human Resources assists the colleges with all aspects of their human resources services. Examples include: the recruitment, qualification verification and hiring of academic personnel; the hiring of classified staff and management, oversight of performance evaluations, training and development; discipline and grievance processes, ongoing labor relations, collective bargaining, maintenance of employee records; employee leaves; and employee benefits administration. In addition, the Division of Human Resources ensures compliance with Equal Employment Opportunity Regulations such as Title 5, sections 53000 and 59300, and applicable Board Policy, to facilitate equal employment opportunity and promote staff diversity. The Human Resources Division coordinates the development of the District Equal Opportunity Plan, hiring policies and procedures consistent with the Plan, and administers all state and federal reporting requirements related to equal opportunity and diversity. Further, the Division of Human Resources provides technical assistance and support to the colleges on issues of compliance in all aspects of labor law, Board Policy, and collective bargaining agreements. The Division of Human Resources serves as liaison to the State Chancellor's Office and other agencies regarding investigations and resolution of discrimination and sexual harassment complaints. Finally, the Division of Human Resources, in consultation with district-wide constituent groups, evaluates the ongoing needs relating to employee and dependent health benefits, and administers the District Wellness Program.

Accreditation standards addressed by the responsibilities described in the section below: III.A.1.a, III. A.3. a-b, III. A.4.a & c, III. A.5 a & b, III.A.6, IV.A.2.a.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Recruitment, Selection, Hiring, Qualifications & Assignment ; Leaves management; and maintenance of accurate data and personnel records	Conduct recruitment campaigns to attract diverse, qualified and talented candidates. Ensure recruitment plan is integrated with institutional goals as articulated in the Vision 2020 plan and college staffing plans. Employ branding campaigns as necessary to attract diverse, talented pools of applicants. Use market research to diagnose and improve recruitment campaigns (e.g. CCC Registry, HigherEdJobs, InsideHigherEd). Use metrics to identify strengths and weaknesses in recruitment campaigns (MQ and Level 2 Screening). Review faculty candidates to ensure Minimum Qualifications are met; assign FSA within 3-4 days after receipt of completed new hire packet. Routinely audit assignment data to ensure adherence to Federal and State laws, rules and regulations as well as Board policy and contractual obligations. Input and track degrees; provide written summary reports to Bargaining Units and Office of Instruction for each campus as needed. File and track employee evaluations in official personnel records. Tracking and management of employee leaves—illness, sabbatical, WC, and FMLA in consultation with	Follow applicable Board Policy and Administrative Procedures for the hiring of staff and faculty. Incorporate district college hiring procedures. Review faculty candidates for Minimum Qualifications for FSA's, makes recommendation to District Office for final clearance of FSA in discipline Review staff and classified management candidates for minimum qualifications for positions. Enter accurate assignment into Leaves: Receive employee requests, validate requests, grant/deny requests, update attendance records	Timely processing as measured by data kept in logs. Accuracy of employee data, assignment, FTE and pay as shown by audit. Accuracy in Leave Tracking as demonstrated in an annual audit. Performance in annual audits by District external auditors of payroll related data and faculty minimum qualifications. Performance in audit by CalPERS and CalSTRS of assignment and payroll data.

	college administration re leave eligibility requirements, review of fitness exam requests for appropriateness.		
Communication HR Board Policy Development HR Administrative Procedures	Review Policies as scheduled on three year policy review plan Update Policies through participatory governance, executed through Chancellor's cabinet and specially appointed Task Forces Development and updating of HR Board policies and Administrative Procedures in accordance with Policy Review Plan Present recommended changes to Board Personnel Committee and submit to Board of Trustees for two reading adoption phase.	Provide input.	Determine if Policies were completed in accordance with agreed upon timeline. Seek feedback from District General Counsel on legality and clarity of proposed Policy changes. Seek constituent feedback through Chancellor's Cabinet
Collective Bargaining	Negotiation of new contract language and modifications. Consultation w/mgmt on contract interpretation and compliance Responsiveness to employee and union inquiries. Training of Management on contract changes to ensure consistent application and contract compliance across the District. Printing, distribution and storage of physical contracts and signed	Head contracts, comply with contracts, supply negotiating team members, and identify contract language that is no longer relevant or hampers college objectives.	New contracts are within Board's stated budget parameters Frequency or infrequency of Grievances and Arbitrations

Disciplinary and Grievance Processes	electronic versions. Consultation with college administration re grievance response; communication with union as required; respond to grievance at Level III, coordination of mediations; coordination of arbitrations; representation of District; pursuit and structuring of settlements Consultation provided to college administration on early stages of performance issues. Assistance provided in drafting documents. Review of proposed disciplinary action and substantiation; coaching provided to college in assembling complete package, draft charges, conduct Skelly conference, assist with preparation for Board review, and coordinate presentation for action by the Board of Trustees. Implementation of penalty. Representation of District in appeal hearing. Training provided to colleges as needed.	Comply with collective bargaining agreements (FT Faculty, Part Time Faculty, and Classified Personnel) with regards to due process, and grievance processes to address local concerns and ensure adherence to negotiated timelines. Respond at Level I and II to grievances pursuant to relevant contract, investigate claim, respond appropriately to union, implement corrective actions as necessary, participate in arbitrations when necessary Relative to discipline, assemble documentation and facts supporting discipline, coordinate with the District HR office to determine and execute as appropriate; an appropriate penalty, draft letter of reprimand, meeting with employee, execute discipline, participate in appeal hearings when needed	Adherence to contractual timelines
Performance management	Maintenance of District wide employee evaluation system pursuant to collective bargaining agreements. Develop and maintain classified manager and educational administrator evaluation instruments. Provide training on requirements per collective bargaining agreements	Provide clear expectations of job performance; provide timely and objective feedback on employee performance; recognize good work, take corrective measures when performance is unsatisfactory, administer timely evaluations in accordance with collective bargaining agreements.	Improvements in the completion rate of annual employee evaluations as demonstrated in annual audit.
Training for College HR Directors and	Close coordination with college HR Directors to identify problem areas	Determine training topic needs, contact HR for training, arrange room at college, and	Increase in the numbers of trainings presented as evidenced in tracking data

others. Administer a Districtwide Wellness program.	and develop solutions. Provide training either in-house or through consultant services. Ensure compliance with Regulations requiring Sexual Harassment Training Response to college requests to deliver informal topics training including: performance appraisals, performance management, disciplinary process etc. Creation and maintenance of alliances with college administration and employees to aid in the promotion of EAP and Wellness Program at all worksites. Creation of a physical and mental wellness culture District-wide that communicates a caring approach to employees.	communicate to attendees Actively participate in comprehensive wellness program that addresses the physical, emotional occupational, intellectual, and social work/life issues of employees, track attendees at Wellness events.	on training provided. Evaluations of training provided to assess effectiveness. Increase in numbers of employees taking advantage of Wellness offerings (weight watchers at work, yoga, etc.)
Professional Development	Develop leadership training. Allocate funding for all employees to pursue professional development through conference participation. Allocate funding for all employees to pursue educational goals that enrich contributions to the District. Provide released time for employees to attend professional development activities. Work with Classified Union to	Develop and administer college wide professional development program for all employees. Support professional development committees at each college.	Annual report of employees participating in professional development activities. Reports from faculty members upon return from sabbatical leave.

	coordinate classified employee job training program.			
Informational Reports	Ongoing development/refinement of standard reports or ad hoc variants (e.g. reports by job code; reports by employee group, assigned pay, average absences by location, timecard reporting) that are available to campus users to run at will. Work with IT/Banner teams to develop new reports or improve accuracy of existing reports	Use available reports and provide feedback for modifications	Regular running of reports to validate data entry and maintain overall data integrity. Regular submittal of reports to outside agencies to validate accuracy of data reported by or received by the District.	
District EEO Plan	Form District-wide EEO Advisory Committees to assist in plan development and implementation Work with EEO Advisory Committee Develop, implement, update, and disseminate a written plan district wide	Provide input for development and implementation of the EEO plan Appoint members to serve on District-wide EEO Advisory Committee Provide training on the contents of the Plan	Ensure plan is implemented annually	
Unlawful Discrimination Complaint Processing	Receive and review all complaints Assign investigators and coordinate communications to applicable agency (i.e., State Chancellor's Office, DFEH, or EEOC) Prepare and provide summary of findings and administrative determination.	Receive, review and investigate complaints Provide information to Vice Chancellor of HR or designee for response to complaints from county, state, and federal agencies	Complaints are processed within timelines established by Title 5 and by various regulatory agencies	

Division: Administrative Services

Vice Chancellor Andrew Dunn

Roles & Responsibilities

The Vice Chancellor of Administrative Services is the chief business officer of the district and is responsible for accounting, budget, environmental compliance, hazardous materials and safety management, safety services, finance, payroll and risk management. In addition to these areas, Administrative Services manages the district's facilities, operations and construction management.

Accreditation standards addressed by the responsibilities described in the section below: III.B.1, III.B.1.a., III.B.1.b., III.B.2, III.B.2.a, III.B.2.b, III.D.1, III.D.1.b, III.D.1.c, III.D.1.d, III.D.2., III.D.2.a, III.D.2.b, III.D.2.c, III.D.2.d, III.D.2.e

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Safety & Security	As adopted in 1992, BP 4611, Illness and Injury Prevention Program, stipulates the Board's policy of providing a safe and healthful workplace for its students, faculty, administrators, staff and visitors. The District's Risk Management Department, with assistance from the District's insurance broker, conducts a bi-annual safety and loss prevention inspection of all facilities owned by the District and its' colleges. On a continuous basis the District's Environmental Health and Safety department evaluates safety programs, projects, and facilities to identify potential risk exposure and implement appropriate engineering, administrative, or personal protective measures. The District must contract an independent DSA-certified inspector to oversee construction code compliance for each DSA project.	Program review drives resource requests and allocation, and is tied back to the institution's mission, goals, and values. Resource requests that have a health and safety component are reviewed by the Facilities Committee to consider prioritization. Maintenance tracks requests through the work order system. The campus works with architects, engineers and consultants to ensure that improvements and construction is done in compliance with State law. Annual inspections are done as necessary to ensure that the college is in compliance – elevators, backflow devices, fire alarms, etc.	District maintains an ongoing Ex-Mod below 1, which reflects a loss ratio less than the average community college district in our insurance pool. Evaluation of facilities related requests and their funding are reviewed annually. Program review resource requests Facilities Committee Minutes Safety Audit History DSA Closeout Documentation Inspection Reports College work order process and documentation of completed work

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
	Scheduled Maintenance Project Proposals for the most urgent and most-qualified projects. Upon receipt of scheduled maintenance grant funding, the District allocates funds to the appropriate budgets, ensures the procurement of services consistent with the stipulations of the grant, and tracks/submits reimbursement documentation to the State Chancellor's Office as required. A number of facilities have been newly built or renovated under the District's Measure C Capital Bond Program. Engineered into these capital projects have been safety measures, air quality control, ADA accessibility parameters, and seismic safety precautions. Pursuant to Government Code 4450-4461, construction plans are reviewed and approved by the Division of State Architects in order to ensure the compliance with Title 24 building code and all other relevant construction codes and standards. The District is responsible for ensuring compliance with this requirement.		
Capital Improvement & Maintenance	Board adoption of Facilities Master Plan In partnership with the State Chancellor's Office, the Facilities department conducts a comprehensive Facilities Condition Assessment every five years. This assessment forms the foundation for Capital Infrastructure and Scheduled Maintenance needs. On an annual basis, each campus submits a	College Facilities Master Plan outlines the priorities for the campus. The College works closely with the District to identify priorities for funding in consideration of a local bond as well as prioritization of proposals to be submitted to the State through the IPP/FPP process. Maintenance tracks requests through the	Award of grant funding greater than or equal to CCCD's apportioned percentage Local bond expenditures and outcomes. Review and documentation of IPP/FPP funding. Position in the State queue.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Space Inventory & Utilization, Cap/Load Management, Capital Replacement (equipment)	The District relies on the State's space standards to evaluate facilities utilization. The District reviews and updates annually its Space Inventory for submission to the State Chancellor's office. Furthermore, the District reviews annual capacity/load and enrollment growth trends and identify potential impacts as they relate to the District's capital improvement planning efforts. This data is critical to the development of our District's Five-year construction plan. This plan is largely reflective of: (1) Input of campus needs, (2) District and campus educational vision, (3) Program capacity/load analysis, (4) Adequacy of existing instructional space. The District has largely funded equipment replacement through the use of Measure C bond funds and general fund ending balance. The District is exploring the feasibility of an equipment replacement endowment fund with the passage of a future G.O. bond.	work order system. Program review drives resource requests and allocation, and is tied back to the institutions mission, goals, and values. The college works with a consultant to track our capacity/load ratios to ensure that we are in compliance with State standards.	manage work order process and documentation of completed work orders. Targeted Capacity/Load Ratio as reflected in Five Year Plan Resource requests from program review Completion of Objectives in the Vision 2020 Strategic Facilities Plan Ten-year Capital Improvement Plan

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Master Planning	CCCD's long-range capital plans are driven by each campus' educational master plan and the Vision 2020 Facilities Master Plan. The District carefully considers the State's capital funding criteria and other external funding opportunities in the formulation of our capital plans. While the District has not formally adopted a "total cost of ownership" decision-making model, the District places a primary interest on the construction of low-maintenance, low-operating cost facilities. The incorporation of sustainable design principles is an objective for all new construction and renovation projects.	College Facilities Master Plan includes information which drives the decisions around future construction.	Operational Expenses/Sq. Ft. Utility Expense Trends
Capital Improvement Planning	Capital planning is integrated with educational master planning. The Board appointed Land Development Committee ensures that planning objectives are consistent with District vision and reflect the institutions overall capital improvement goals. As part of the Facilities Master Plan development the campus, through their respective participatory governance processes, evaluate program and service offerings, review enrollment goals and projections, and consider the resultant facilities requirements. Input as to existing facility and infrastructure condition is contributed by the State FUSION system.	College program review drives resource requests and allocation, and is tied back to the institutions mission, goals, and values. The college reviews requests for changes in facility usage. Programmatic changes are identified and reviewed against the college mission and goals. The college works with a consultant to track capacity/load ratios to ensure compliance with State standards.	Program review documents and resource requests Committee's agendas and minutes Completion of objectives in the Colleges' Facility Plans

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Financial Resource Allocation	The Board of Trustees adopted the Vision 2020 Educational Master Plan in the spring of 2011. In addition to identifying an Institutional Vision Statement, Mission Statement and Implementation Strategies, this document includes four major sections addressing institutional resource areas including Technology, Facilities, Finance and Human Resources The Vision 2020 Plan informs district budget preparation and reflects the following: 1. Budgetary Guiding Principles, 2. Prioritization Criteria 3. Planning Fundamentals. All these factors combine to help inform the development of budget assumptions. Budget Development begins with the establishment of a set of revenue and expense assumptions, including contractual obligations. These assumptions are modified as additional information becomes available in the process. The District is a member of the CCAJPA for retiree health benefits. District liabilities including retiree health benefits and bond payments which are included in budget planning. The district develops and refines multi-year budget projections which serve as a tool to better understand and communicate the long term effects of strategic fiscal issues and decisions.	Program review drives resource requests and allocation, and is tied back to the institutions mission, goals, and values. Recommendations based on the goals and priorities set forth in the College's Educational Master Plan which is also aligned with the District's Vision 2020 Plan. The annual budget development process begins by estimating the revenue to be received by the District, then applying the District Budget Allocation Model to distribute college's share of General Fund. External dedicated income is then added to yield the total available income. Ongoing expenditures are fairly predictable since 60% of the budget allocation is for contractual obligations.	Program review resource requests. District and College planning and budget minutes. College and District budget development process. Basic budget assumptions frequently change during the course of budget development. A series of budget presentations are developed each year with increasing levels of detail with each iteration. A review of presentations following the January release of the Governors budget through to the Adoption of Tentative and Final Budgets will illustrate any changes to these underlying assumptions.
Financial Planning		College continues to set a conservative reserve account in anticipation of long term liabilities and future investment opportunities Membership of the Planning and Budget Committees includes representative from all constituents. The meetings of these committees are open to all college staff and students. All employees (classified, faculty, and	As noted above the inputs into the multi-year projections will evolve based on numerous "drivers" including: 1. Changing revenue projections driven largely at the state level, 2. Projections of expense 3. Changes to collective bargaining obligations and 4. Other institutional imperatives.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
	A District-wide Budget Advisory Committee (DBAC) was established in 2009. The membership of this committee includes representation from all sites and key constituencies. Representatives from DBAC are then able to carry information back to their respective campuses to facilitate their own budget planning. The District uses the Banner system which allows for on-line document approval at appropriate levels. User input access is limited by department and controlled by budget availability. Staff has query and reporting access to all funds and is available on-line in real time.	management) also receive invitations to present their ideas at the annual planning and budget town hall. Students have the opportunity to make recommendations through their ASG representatives.	
Ancillary Operations	The District uses the Banner system which allows for on-line document approval at appropriate levels. User input access is limited by department and controlled by budget availability. Staff has query and reporting access to all funds and is available on-line in real time.	The College uses the Banner system which allows for on-line document approval at appropriate levels. In addition, the colleges use the MS Great Plains system to manage the ancillary operations.	Banner system outputs MS Great Plains outputs
Financial Documents	The District's external audit is coordinated centrally through the office of the Internal Auditor and presented first to the Audit/Budget Committee and then to the Board of Trustees. A management response letter is also generated through the Administrative Services Division. Any comments or findings by the external auditor are tracked and coordinated with the appropriate site to ensure the necessary institutional change is made.	The College's external audit is conducted annually between August and October as part of the District's annual external audit. It includes not only the General Funds but also all ancillary operations. Any comments or findings by the external auditor are tracked and coordinated with the appropriate departments to ensure necessary institutional change is made. With Banner, all identified end-users can access the system and make financial inquiries online. End-users can also run ad hoc financial reports as needed through Self-Service.	Prior Year Audits Subsequent research and reporting to close Audit Findings Meeting Agendas, meeting minutes, meeting presentation materials. 1. Banner System Outputs
Cash management	The District prepares and regularly updates cash flow projections in order to ensure adequate cash	As part of the financial planning process, the colleges continue to set aside a	Periodic cash flow updates, changes to budgetary assumptions and any

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Financial oversight	flow throughout the year. Likewise, trends in Reserves and Fund balance are closely monitored in order to ensure fiscal integrity. Monthly reports are generated for each Ancillary Program/Fund. Quarterly financial reports are prepared and submitted both to the Board of Trustees and State Chancellor's Office. The Board of Trustees has representatives on the Boards of each Foundation and Ancillary organization.	contingency reserve account in anticipation of unforeseen emergencies and occurrences. Administrative Services has processes in place for oversight of all college finances. Expenditures are reviewed monthly and results distributed to the appropriate managers. College wide summaries, such as year-end projections, are reviewed regularly with the President. Requisitions for supplies, equipment, and services require approval by the department manager and are checked against the appropriate budget. The same District financial guidelines and Board policies used to govern General Fund monies are also equally applied to ancillary transactions. The financial activities for all ancillary operations are reported to the College Planning and Budget Committees bi-annually. Discussion of the finances and distribution of income is consistent with the mission and goals of the institution from all ancillary operations, is reviewed and recommended by the Planning and Budget Committees to the President.	related changes to estimates of revenue and expense Information from these reports is fed back to fiscal leaders around the district and colleges for any necessary adjustment going forward Audit Reports Agendas and supporting presentation materials Planning and Budget minutes
Contract management	Board Policy guides the execution of contractual agreements. General procurement procedures and bidding guidelines are prominently posted on the Districts website.	All contracts undergo legal review through District Risk Services and District General Counsel and are sent to the Board of Trustees for approval. All contracts are reviewed at the Vice President or President's level to ensure that they support the mission and are executed to maintain the integrity of the College.	The Board of Trustees either provides express approval or ratification of all contractual obligations.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Financial process evaluation	The Vice Chancellor of Finance and Administrative Services hosts a weekly meeting with the Administrative Director of Finance and each of the College Vice Presidents of Finance (Budget Group). This group serves to ensure clear communication on fiscal matters, including policy direction from the Presidents Council and to gain feedback from the colleges about system performance. The DBAC also serves to meet this standard.	In addition to the internal review process of the District and College's effectiveness in fiscal planning and monitoring processes, the annual external audit report information is also included when considering how to improve financial management and planning. Findings or recommendations described in the annual audits helped to shape the way the District customized the financial module of Project Voyager.	Agendas and supporting presentation materials and membership makeup of both the Budget Group and DBAC Audit Reports
Effective use of financial resources	An examination of the District's Budget Allocation Model was begun in Fall 2011 as a means to ensure the most appropriate distribution of resources and to better align the districts model with the System-wide SB 361 funding model. Viewed through the lens of multi-year budget projections, the District's budget development process aligns on-going expense obligations with on-going sources of revenue.	The College assesses its use of financial resources systematically and effectively by utilizing the established participatory governance structure within the College. Regular oversight of College financial resources by the Planning and Budget committees through regular reports provided by the Office of Administrative Services ensure that representatives of all College constituencies effectively act as a "watch dog" over finances and are able to make suggestions and recommendations to improve the use of College resources.	Budget Allocation Model Budget Assumptions Adopted Budget Program Review Planning and Budget minutes

