**Standard IV.D. Multi-college Districts or Systems**

**Draft as of 4/16/2018**

**Standard IV.D.1 In multi-college districts or systems, the district/system CEO provides 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. Working with the colleges, the district/system CEO establishes clearly defined**

**roles, authority and responsibility between the colleges and the district/system.**

**Evidence of Meeting the Standard**

Coast Community College District is a multi-college district and the Chancellor is the CEO of the District. As such, the Chancellor is charged with providing leadership in setting and communicating expectations of educational excellence and integrity throughout the system for effective operation of the District colleges: Coastline Community College, Golden West College, and Orange Coast College. The Board of Trustees has approved Board Policies and ratified Administrative Procedures in order to ensure that the Chancellor is able to establish clearly defined roles, authorities, and responsibilities among the Colleges and the District.

Board Policy 2430 Delegation of Authority to the Chancellor and Administrative Procedure 2430 Delegation of Authority to the College Presidents clearly define the authority the Board delegates to the Chancellor and the authority the Chancellor delegates to the College Presidents, respectively. The Chancellor has overseen the development of additional documents to clarify

roles and responsibilities in the District. These documents include the District Level Decision Making and Participatory Governance and the District-wide Functional Map.

The Chancellor meets bi-weekly with the Chancellor’s Executive Team, which includes the three Vice Chancellors and the three College Presidents. The Chancellor also chairs the District Consultation Council, which is the main district-wide participatory governance body with representation from all constituent groups charged with advising the Chancellor on key matters such as strategic planning and facilitating information exchange and dialogue on district-wide topics and decisions, including governance.

Expectations of educational excellence and integrity are communicated through various

means, such as the annual State of the District. The Chancellor also communicates regularly through the weekly Chancellor’s newsletters. These newsletters are emailed to all district employees and posted on the District web site at http://www.cccd.edu/aboutus/Pages/chancellors-news-briefs.aspx.

The Chancellor also meets regularly with the Presidents of the three Academic Senates, with the Presidents of the collective bargaining units, and with the Presidents of the Coast District Management Association and Association of Classified Employees.

**Analysis and Evaluation**

The college is aligned with this standard. In accordance with Board Policy 2430 Delegation of Authority to the Chancellor and Administrative Procedure 2430 Delegation of Authority to the College Presidents, the Chancellor has provided leadership and has encouraged employees from the colleges and District Office to work together towards educational excellence and integrity. Through regular meetings which the Chancellor chairs and through documents developed and updated over time, the roles and responsibilities of the District Office and the Colleges have been delineated, discussed, and communicated.

**Evidence**

BP 2430 Delegation of Authority to the Chancellor

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Board_of_Trustees/BP_2430_Delegation_of_Authority_to_CEO.pdf>

AP 2430 Delegation of Authority to the College Presidents

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Board_of_Trustees/AP_2430_Delegation_of_Authority_to_CEO.pdf>

Chancellor’s Weekly Newsletter <http://www.cccd.edu/aboutus/Pages/chancellors-news-briefs.aspx>

State of the District February 2017 and February 2018

District-wide Functional Map

District Level Decision Making and Participatory Governance

District Consultation Council Agendas, Minutes and Meeting Documents

<https://navigator.cccd.edu/committees/dcc/SitePages/Home.aspx> (internal portal)

**IV.D.2 The district/system CEO clearly delineates, documents, 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 district/system**

**CEO ensures that the colleges receive effective and adequate district/system provided**

**services to support the colleges in achieving their missions. Where a district/system has**

**responsibility for resources, allocation of resources, and planning, it is evaluated against**

**the Standards, and its performance is reflected in the accredited status of the**

**institution.**

**Evidence of Meeting the Standard**

As established in a number of Board Policies and Administrative Procedures, there is a clear delineation between the functions and responsibilities of District Office and those of the colleges. These Board Policies and Administrative Procedures include:

• Board Policy 2430 Delegation of Authority to the Chancellor and Administrative Procedure 2430 Delegation of Authority to the College Presidents

• Board Policy 2510 and Administrative Procedure 2510 Participation in Local Decision Making

• Board Policies and Administrative Procedures related to academic affairs, student services, business and fiscal affairs, and human resources that define the role of the colleges and District Office in terms of specific functions and operations.

These Board Policies and Administrative Procedures are communicated by the Chancellor in a variety of ways, including through the posting to the District website.

The colleges and the District have engaged in substantive and ongoing work to provide a

clear delineation of functional responsibilities. An initial a Functional Map was created in 2011-12. This Functional Map is being updated to reflect changes in operations since the creation of the initial map. The Functional Map clarifies the delineation of responsibilities by function and major areas.

In addition, operational responsibilities and functions are discussed in the regular meetings that the Vice Chancellor of Educational Services has with the Vice Presidents of Instruction, Vice Presidents of Student Services, and District IT, in the in the regular meetings that the Vice Chancellor of Finance and Administrative Services has with the Vice Presidents of Administrative Services, and the in the in the regular meetings that the Vice Chancellor of Human Resources has with the human resources managers.

Additionally, governance and operational responsibilities are often clarified and

refined in the districtwide participatory governance committees and councils, including:

* District Consultation Council
* District Consultation Council Board Policies and Administrative Procedures Subcommittee
* District Consultation Council Budget Subcommittee
* District Consultation Council Technology Subcommittee

There are several functions that are performed by the District Office. These functions include

educational services and technology, fiscal and administrative services, human resources, and Chancellor and board office.

The Office of the Vice Chancellor of Educational Services and Technology coordinates and supports instructional programs, student services, strategic planning, accreditation, institutional research, enrollment management, international programs, grant development and administration, board policies and administrative procedures, educational technology, and economic and partnership development.

The Office of the Vice Chancellor of Human Resources coordinates and supports the recruitment, selection, and orientation of new employees; mandated training and professional development; collective bargaining; compliance with state and federal laws and regulations; and the management of the performance evaluation process

The Office of the Vice Chancellor of Administrative Services coordinates and supports fiscal services, facilities planning, purchasing, accounting, payroll, risk management, and information technology.

The Office of the Chancellor and the Board Office are responsible for the coordination of all

regular and special board meetings. This coordination includes notification, preparation, and

distribution of agendas and minutes. Office responsibilities also include dissemination of

information districtwide; coordination of districtwide events, such as the Chancellor’s

State of the District; and coordination of districtwide committee meetings, including the Chancellor’s Cabinet and the District Consultation Council. Public Affairs and Marketing, a department within the Office of the Chancellor, is responsible for coordinating marketing; government, community and public relations; and media relations. The Internal Audit, another department in the Office of the Chancellor, conducts various audits and supports operations through consulting and investigations.

The services provided to the colleges by the District Office are evaluated through discussions

in the participatory governance committees. For example, the District’s resource allocation process is evaluated by the District Consultation Council Budget Subcommittee. Evaluation of services is also done through a biannual districtwide employee satisfaction survey.

**Analysis and Evaluation**

The college is aligned with this standard. The overall operational responsibilities and functions of the District and colleges are understood, and according to the fall 2016 PACE Survey, a majority of respondents indicated they were satisfied with the college’s working environment and with the environment districtwide.

**Evidence**

District Functional Map (being updated)

District Consultation Council agendas, minutes, and meeting documents

District Consultation Council Board Policies and Administrative Procedures Subcommittee agendas, minutes, and meeting documents

District Consultation Council Budget Subcommittee agendas, minutes, and meeting documents

District Consultation Council Technology Subcommittee agendas, minutes, and meeting documents

Board Policy 2430 Delegation of Authority to the Chancellor and Administrative Procedure 2430 Delegation of Authority to the College Presidents

Board Policy 2510 and Administrative Procedure 2510 Participation in Local Decision Making

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Board_of_Trustees/BP_2510_Participation_in_Local_Decision_Making.pdf>

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Board_of_Trustees/AP_2510_Participation_in_Local_Decision_Making.pdf>

Fall 2016 PACE Survey Summaries

**IV.D.3 The district/system has a policy for allocation and reallocation of resources that**

**are adequate to support the effective operations and sustainability of the colleges and**

**district/system. The district/system CEO ensures effective control of expenditure.**

**Evidence of Meeting the Standard**

The District has established resource allocation Board Policies and Administrative Procedures that support the effective operations and sustainability of the colleges and District Office. Under the leadership of the Chancellor, college and District Office personnel work together to ensure effective control of expenditures and the financial stability of the District.

The allocation of District general fund resources to the colleges occurs in accordance with

BP and AP 6200 Budget Preparation; BP and AP 6250 Budget Management; BP 6300 Fiscal Management and AP 6300 Fiscal Management, AP 6305 Reserves, AP 6902 Cash Receipt and Handling, AP 6903 Position Control; and the Budget Development Assumptions and Guidelines contained within each proposed annual budget. These Board Policies and Administrative Procedures were developed in alignment with the Board’s philosophy of ensuring wide and prudent use of public resources, promoting financial strength and stability, and maximizing educational opportunities for students in accordance with the District’s and College’s Missions.

The standards set through these Board Policies and Administrative Procedures related to College allocations include:

• A general fund reserve for economic uncertainties of no less than 10 percent of

the projected unrestricted revenue shall be maintained.

• Expenditure budgets for ongoing purposes shall be the resources that would have

been available from state apportionment.

• Excess revenue above apportionment shall be allocated at the College or District for one-time purposes, such as to cover some of the unfunded obligations for the retiree benefit plans.

• Excess revenue above apportionment shall not be used for ongoing expenditures, such as salaries.

• Excess revenue above apportionment shall not be used for any purposes that will jeopardize the District’s future financial stability.

The District has also established effective mechanisms to control expenditures. College and District financial statuses are regularly reported to, and reviewed by the Board; these reports include the presentation of quarterly financial status reports and tentative and adopted annual budgets. The District also commissions an annual audit report designed to provide reasonable assurance that the financial statements are free of material misstatement. The annual audit considers the District’s internal controls over financial reporting in order to plan the audit but does not give an opinion on those controls. In addition, the District’s participatory governance committees and collective bargaining groups also provide comprehensive budget and financial oversight, including reviews of the District’s annual apportionment reports and full-time faculty obligation number.

The District has a District Strategic Fiscal Plan 2017-20 developed by the District Consultation Council Budget Subcommittee. The goals of this plan are:

Goal #1 The District will prioritize student access and success by allocating resources to valuable faculty, staff and administrators while also allocating funds towards programs that support student enrollment and retention.

Goal #2 The District is dedicated to Meeting all Long and Short Term Financial Obligations

Goal #3 The District will proactively Budget for Ongoing Costs to Ensure Financial Stability in the Oncoming Fiscal Years.

**Analysis and Evaluation**

The college is aligned with this standard. The District has a long history of fiscal prudence. The District Office and the colleges adhere to standards of good practice that include the maintenance of adequate reserves, the development of annual budgets, and the reporting of financial statuses. Through the effective control of expenditures, the District Office and the College have consistently had positive ending balances and a healthy reserve each year.

The District’s Fiscal Services Department processes and facilitates the distribution of

resources to the colleges in accordance with the model set by BP and AP 6200 Budget Preparation, and state and federal categorical fund allocation guidelines. Resources allocated to the colleges are based on both state-mandated guidelines and Board-approved budget guidelines.

**Evidence**

BP 6200 Budget Preparation

<http://www.cccd.edu/boardoftrustees/Documents/BP_6200_Budget_Preparation.pdf>

AP 6200 Budget Preparation

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Business_and_Fiscal_Affairs/AP_6200_Budget_Preparation.pdf>

BP 6250 Budget Management

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Business_and_Fiscal_Affairs/BP_6250_Budget_Management.pdf>

AP 6250 Budget Management

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Business_and_Fiscal_Affairs/AP_6250_Budget_Management.pdf>

BP 6300 Fiscal Management

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Business_and_Fiscal_Affairs/BP_6300_Fiscal_Management.pdf>

AP 6300 Fiscal Management

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Business_and_Fiscal_Affairs/AP_6300_Fiscal_Management.pdf>

AP 6305 Reserves

<http://www.cccd.edu/boardoftrustees/Documents/AP_6305_Reserves.pdf>

AP 6902 Cash Receipt and Handling

<http://www.cccd.edu/boardoftrustees/Documents/AP_6902_Cash_Receipt_and_Handling.pdf>

AP 6903 Position Control

<http://www.cccd.edu/boardoftrustees/Documents/AP_6903_Position_Control.pdf>

District Strategic Fiscal Plan 2017-20

2017-18 Adopted Budget

<http://www.cccd.edu/aboutus/pages/adoptedbudget.aspx>

**IV.D.4 The CEO of the district or system delegates full responsibility and authority to**

**the CEOs of the colleges to implement and administer delegated district/system policies without interference and holds college CEO’s accountable for the operation of the colleges.**

**Evidence of Meeting the Standard**

The Board has adopted Board Policies and Administrative Procedures that ensure that the Chancellor designates full responsibility and authority to the College President. As detailed and defined in BP 3420 Delegation of Authority to the Chancellor, the Board gives the Chancellor the ability to “reasonably delegate any powers and/or duties to the College Presidents including the administration of the colleges and/or centers. The Chancellor, however, will continue to be specifically responsible to the Board for the execution of such delegated powers and duties. The Presidents are expected to perform the duties contained in the job description, fulfill responsibilities as may be determined through goal setting or the evaluation process, and other duties as required by the daily operation of the colleges.”

Additionally, AP 3420 Delegation of Authority to the College President, clearly outlines the roles and responsibilities of the College President. This procedure establishes the college president as the final authority on the college level. In this role, the college president is expected to:

1. Provide leadership in the development and implementation of a sustainable and integrated strategic plan. Based upon on-going institutional research, the plan should consider accreditation standards and student success issues, as well as drive the budget process and resource allocation.

2. Promote and support learning, teaching, and student success, including the maintenance and improvement of quality instructional and support services.

3. Provide leadership in the development and implementation of career technical education to meet the needs in the community.

4. Provide leadership in the development and implementation of a comprehensive enrollment management plan.

5. Develop and monitor the college budget and assume fiscal responsibility.

6. Provide college employees with the opportunity to successfully achieve high standards in their work by fostering a culture of teamwork and professional and leadership development.

7. Propose strategies for selecting and retaining a diverse high quality full-time faculty, staff and administrators.

8. Select and extend offers of employment for faculty, administrators and classified positions for the college, subject to approval or ratification by the Board of Trustees.

9. Provide leadership and empower the administrative team.

10. Provide leadership focusing on accountability and professional conduct.

This authority is recognized by the District as evidenced in the District Functional Map, which delineates the distinction between the authority of the Chancellor and that of the President. Through the evaluation process, the Chancellor holds the College Presidents accountable for the colleges’ performance; however, the College Presidents have the ability to direct the colleges and implement Board Policies and Administrative Procedures without interference.

**Analysis and Evaluation**

The college is aligned with this standard. The Chancellor delegates full responsibility and authority to the College Presidents to implement BPs and APs without interference. The College Presidents serve as the CEOs of the respective colleges. As such, they are responsible for the quality and integrity of programs and services, accreditation, and the fiscal stability of each college.

**Evidence**

BP 2430 Delegation of Authority to the Chancellor

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Board_of_Trustees/BP_2430_Delegation_of_Authority_to_CEO.pdf>

AP 2430 Delegation of Authority to the College Presidents

<http://www.cccd.edu/boardoftrustees/BoardPolicies/Documents/Board_of_Trustees/AP_2430_Delegation_of_Authority_to_CEO.pdf>

**IV.D.5 District/system planning and evaluation are integrated with college planning and evaluation to improve student learning and achievement and institutional effectiveness.**

**Evidence of Meeting the Standard**

The colleges and the district have integrated their planning and evaluation processes, through

a coordinated seven-year cycle for development of the colleges’ Educational Master Plans and the District-wide Strategic Plan. The District and Colleges Timeline of Continuous Improvement Processes establishes the schedule for district and college master plans as well as program review, annual planning and resource allocation at the college level. Currently, the District-wide Strategic Plan is a three-year plan and each college’s Educational Master Plan is a six-year plan, updated at the midpoint to incorporate any changes from the district’s new three-year plan. After the District-wide Strategic Plan is developed and approved by the Board of Trustees, each college develops their Educational Master Plan ensuring that college goals respond and align with the district’s plan to achieve the mission of the district. Each college includes in their Educational Master Plans, a crosswalk between college and district goals.

The district Facilities Master Plan, known as Vision 2020, which incorporates plans for all three colleges, was developed through a collaborative process that involved participation from across the district. A subsequent update in 2015 was conducted in the same manner. The next revision of the plan with the goal to create Vision 2030 will commence in fall 2018. The plan establishes strategic facilities goals and projects to support the broad educational goals of the district.

The District Strategic Technology Plan 2016-19 was developed in 2015-16 by the District Consultation Council (DCC) Technology Subcommittee. The District Consultation Council (DCC) Technology Subcommittee is the district-wide participatory governance group with responsibility for district-wide technology planning and evaluation. The DCC Technology Subcommittee advises, informs and makes specific recommendations to the District Consultation Council regarding major technology initiatives and projects throughout the district and future directions. For recommendations that have budgetary implications, the DCC Technology Subcommittee’s recommendations go to the Chancellor’s Cabinet first.

The DCC Technology Subcommittee has primary responsibility for developing and providing oversight for implementing an overall district-wide information technology strategic plan, informed and coordinated with the college plans (bi-directional), and maintaining an ongoing implementation effort aimed at achieving the goals of the plan. The DCC Technology Subcommittee is co-chaired by the Vice Chancellor Educational Services and Technology and one of the faculty co-chairs of the college technology committees. The DCC Technology Subcommittee was established and started meeting in October 2015.

The DCC Technology Subcommittee worked for a year, starting in October 2015, on developing the District Strategic Technology Plan 2016-2019. Iterative drafts of the plan incorporated feedback from consultation with representatives of all constituencies through discussions with the Academic Senates, Associated Student Governments, Classified Senates, Collective Bargaining Units, Association of Confidential Staff, College Technology Committees, and College Councils or College Planning and Budgeting Committees.

As a subcommittee of the District Consultation Council, which is the main district-wide participatory governance committee with broad representation from all constituent groups, the DCC Technology Subcommittee advanced the draft plan to the District Consultation Council for review, discussion and approval. The District Consultation Council approved the plan on December 5, 2016. The Board of Trustees approved the plan at its December 14, 2016 meeting.

The College Technology Committees have started the review and revision of the College Technology Plans which includes references to the objectives in the District Strategic Technology Plan 2016-19.

The district and the colleges determine the effectiveness of their integrated planning processes by incorporating outcome metrics to track and evaluate progress. The District-wide Strategic Plan incorporates outcomes metrics based on each goal area at either the college or district level, where applicable. These standard metrics and targets for progress are reviewed annually by the District Consultation Council, Chancellor’s Cabinet, Board of Trustees and by each of the college’s through their respective planning processes.

The District Strategic Fiscal Plan was developed in 2016-17 by the District Consultation Council (DCC) Budget Subcommittee. The goals of the plan are:

Goal #1 The District will prioritize student access and success by allocating resources to valuable faculty, staff and administrators while also allocating funds towards programs that support student enrollment and retention.

Goal #2 The District is dedicated to Meeting all Long and Short Term Financial Obligations

Goal #3 The District will proactively Budget for Ongoing Costs to Ensure Financial Stability in the Oncoming Fiscal Years.

**Analysis and Evaluation**

The college is aligned with this standard. The established timeline integrates district and college educational strategic and master planning. Facilities and Technology plans incorporate district-wide and college specific goals. The District-wide Strategic Plan provides a framework for colleges to ensure that district-wide strategic priorities are addressed in college master plans. District-wide plans for facilities and technology provide strategic priorities in these areas and incorporate college specific goals and activities to achieve these priorities and goals. Effectiveness of the integration of district and college plans is determined through the outcome metrics associated with the District-wide Strategic Plan, which is evaluated and discussed across the district annually.

**Evidence**

District and Colleges Timeline of Continuous Improvement Processes

District-wide Strategic Plan 2014-2017

Evaluation of District-wide Strategic Plan 2014-2017

Orange Coast College Educational Master Plan

Golden West College Educational Master Plan

Coastline Community College Educational Master Plan

Vision 2020 Facilities Master Plan

District-wide Strategic Technology Plan 2016-19

District Consultation Council minutes (for evaluation of District-wide Strategic Plan 2014-17 and development of District-wide Strategic Plan 2018-21)

District Consultation Council Technology Subcommittee agenda and minutes (for development and evaluation of District-wide Strategic Technology Plan 2016-19)

Board of Trustees agendas and minutes (for approval of plans and discussion of evaluations of plans)

**IV.D.6 Communications between colleges and district office/systems ensures effective operations of the colleges and should be timely, accurate, and complete in order for the colleges to make decisions effectively.**

**Evidence of Meeting the Standard**

The District Office acts as the liaison between the colleges and the Board of Trustees ensuring effective operations of the colleges in all areas. The District Office and the colleges employ active and effective methods of communication to assist in the operations of the colleges. These systems endeavor to be timely, accurate and complete to ensure effective decision making from the colleges.

**Analysis and Evaluation**

The District has in place a wide range of communications procedures and strategies to ensure the flow of information from the colleges to the district office and from the district office back to all college employees. District-level participatory governance committees and standing operational groups greatly assist in the communication of such information. These include the Chancellor’s Cabinet which consists of all Vice Chancellors and College Presidents, and the District Consultation Council (DCC), a district-wide governance committee, whose membership includes the Chancellor, Vice Chancellors, College Presidents, Academic Senate Presidents, and representatives from student and employee groups. These groups communicate their needs, decisions and critical thinking processes through these forums. Additional committees include three sub-committees of the District Consultation Council (DCC) in the areas of technology, budget, and Board Policies and Administrative Procedures.

The Chancellor and Vice Chancellors chair or attend meetings and functions in order to coordinate and collaborate with and inform the three colleges on plans and initiatives that will further the mission of the district and the service to and success of the students. Those meetings include a monthly meeting of the Chancellor and the presidents of the Academic Senates and a monthly meeting of the Chancellor and collective bargaining unit representatives. The Vice Chancellors meet regularly with college Vice Presidents of Instruction, Student Services, Administrative Services and with other college staff, as appropriate, to facilitate district-wide coordination and achievements of district-wide planning goals and various initiatives and projects.

Additionally, the Chancellor sends a weekly electronic News Brief all employees. The Chancellor reaches out to constituencies by attending, based on invitation, meetings of college Academic Senates and other college governance committees.

The flow of communications is heightened by the presence of an active and visible Public Affairs and Marketing department headed by the District Director of Public Affairs, Marketing and Government Relations and staff. This office serves as a center for all district information both external and internal. Each year, this office publishes the Accolades and Accomplishments Report which highlights achievements by the district and each of the colleges amongst other publications.

**Evidence**

Minutes – College Academic Senate meetings

Minutes -- District Consultation Council meetings

Minutes -- Chancellor’s Cabinet meetings

Minutes -- Board of Trustees meeting

Minutes -- Student Senate meetings

Accolades and Accomplishment Report -- 2016-2017

Meeting Agendas – Vice Chancellors and College Vice Presidents of Instruction and Student Services and Administrative Services

Calendars – Meetings Chancellor and Academic Senate presidents, meetings Chancellor and collective bargaining representatives, Chancellor’s visits to college campuses

**IV.D.7 The district/system CEO regularly evaluates district/system and college role**

**delineations, governance and decision-making processes to assure their integrity and**

**effectiveness in assisting the colleges in meeting educational goals for student**

**achievement and learning. The district/system widely communicates the results of these**

**evaluations and uses them as the basis for improvement.**

**Evidence of Meeting the Standard**

The Chancellor meets regularly with his executive team for discussions of district-wide items that may need recommendations or decisions by the Chancellor and the Board of Trustees. The Chancellor chairs the District Consultation Council, which reviews priorities in College and District Office planning agenda items and utilizes the District Level Decision Making and Participatory Governance, a document which outlines the philosophy of decision-making, defines participation, and provides guiding principles. The Chancellor communicates the results of major decisions at meetings of the District Consultation Council, through his weekly newsletter, and district-wide emails.

Additionally, the District Office and the Colleges conduct climate surveys every two years and an annual self-assessment of District Consultation Council. The results of these assessments are shared and discussed at the colleges and the District Office as well as at meetings of the District Consultation Council.

**Analysis and Evaluation**

The college is aligned with this standard. The District Office evaluates district and college role delineations, governance and decision-making processes to assure their integrity and

effectiveness in assisting the colleges in meeting educational goals for student achievement and learning. The District widely communicates the results of these evaluations and uses them as the basis for improvement.

**Evidence**

Chancellor’s weekly newsletters

District Level Decision Making and Participatory Governance

District Consultation Council Self Evaluation May 2017

Fall 2016 PACE Surveys Summaries