Follow-Up Report

Submitted by:

Coastline Community College
11460 Warner Avenue
Fountain Valley, CA 92708

Submitted to:

Accrediting Commission for Community and Junior Colleges,
Western Association of Schools and Colleges

March 15, 2015

Certification Page

To: Accrediting Commission for Community and Junior Colleges,
Western Association of Schools and Colleges

From: Dr. Loretta P. Adrian, President
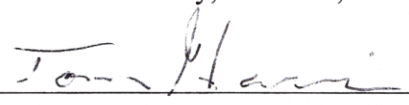Coastline Community College, 11460 Warner Ave., Fountain Valley, CA 92708

This Follow-Up Report is submitted to the ACCJC for the purpose of assisting in the determination of the institution's Accreditation status. I certify there was broad participation by the campus community, and I believe this Follow-Up Report accurately reflects the nature and substance of this institution.
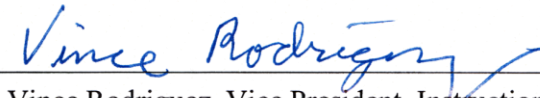
_____   3/2/15
Dr. Loretta P. Adrian, President   Date
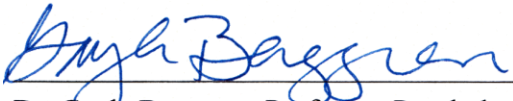
_____   2/19/2015
Dr. Lorraine Prinsky, President, Board of Trustees, Coast Community College District   Date

_____   2/19/2015
Dr. Tom K. Harris, Interim Chancellor, Coast Community College District   Date
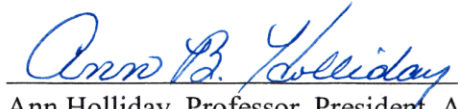
_____   2/23/15
Dr. Vince Rodriguez, Vice President, Instruction   Date
Co-Chair, Accreditation Steering Committee, Accreditation Liaison Officer
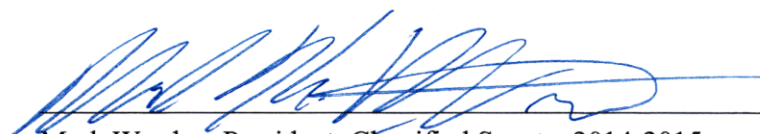
_____   3-2-15
Dr. Gayle Berggren, Professor, Psychology   Date
Co-Chair, Accreditation Steering Committee

_____   2/25/15
Daniel S. Pittaway, Instructor, Faculty Writer, Accreditation Steering Committee   Date

_____   2/23/15
Ann Holliday, Professor, President, Academic Senate, 2014-2015   Date

_____   2/24/2015
Mark Worden, President, Classified Senate, 2014-2015   Date

_____   2/26/2015
Vong Nguyen, President, Associated Student Government, 2014-2015   Date

This Follow-Up Report was prepared to address how the College and the District have responded to the following:

Commission Concern/College Recommendation 4 - Program Review

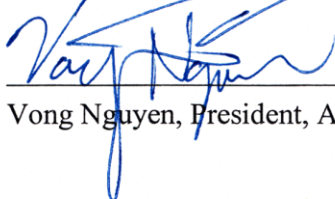Commission Concern: *Recommendation 4 required the College to "ensure that the program review cycle for all student services, learning resources, and administrative resources is systematic and integrated into the college planning and resource allocation processes." While the College has established a cycle and a calendar that ensures inclusion of all units that had not completed a prior program review, many of the programs are not required to undergo their first program review until 2016, 2019, or 2020.*

District Recommendation 2 - Delegation of Authority to the Chancellor

To meet the Standards, and as recommended by the 2007 team, the team recommends that the Board and district follow their policies regarding the delegation of authority to the Chancellor for effective operation of the district and to the college presidents for the effective operation of the colleges. Further, the team recommends that the district develop administrative procedures that effectively carry out delegation of authority to the Chancellor and the college presidents. (Standards IV.B.1.j, IV.B.3.a, IV.B.3.g)

Note: Evidence for the College Recommendation is labeled "COL" and evidence for the District Recommendation is labeled "DIS." These labels are followed by the number of the recommendation and a serial number.

Table of Contents

Statement of Report Preparation - College Recommendation

Upon receipt of the Commission Action Letter on July 3, 2014, President Lori Adrian and campus leaders immediately discussed the Commission Concern for Recommendation 4. That same day, the president issued a campus-wide email to acknowledge receipt of the letter, and to inform the campus community of the work ahead: "We still have work to do in terms of fully meeting one of the previous college recommendations, which is now communicated as a Commission Concern. We will continue our hard work in institutionalizing accreditation standards in all our practices so that all standards are not only met, but exceeded" (COL 0.1 Email from L. Adrian 7-3-14).

Report preparation duties were announced on September 17 at the Planning, Institutional Effectiveness, and Accreditation Committee (PIEAC) meeting (COL 0.2 PIEAC Agenda 9-17-14). Dr. Vince Rodriguez, Vice President of Instruction, distributed the *Coastline Community College Accreditation Update*, a handout that contained a draft timeline to address the Commission Concern, District Recommendation 2, and the overall plan for writing the 2015 Follow-Up Report (COL 0.3 PIEAC Minutes 9-17-14; COL 0.4 Coastline Community College Accreditation Update 9-17-14). The handout also announced the formation of the Accreditation Steering Committee "to review follow-up timelines and confirm leads for each section of the follow-up report" (COL 0.4 Coastline Community College Accreditation Update 9-17-14).

On October 1, the Accreditation Steering Committee met. It was discussed that the Co-Chairs of the Program and Department Review Committee, in conjunction with another member, would write a draft response to address the Commission Concern on Recommendation 4 (COL 0.5 Accreditation Steering Committee Minutes 10-1-14). It was further noted that the response would be forwarded to the Accreditation Faculty Writer/Editor, Daniel Pittaway, a full-time faculty member appointed to compile, write, and edit the Follow-Up Report. Table 1 below lists the individuals involved in the preparation of this report.

Table 1
College Staff, Faculty, and Administrators Who Responded to Accreditation Recommendations

Section	Name, Title
Commission Concern/College Recommendation 4 - Program Review	*Dan Johnson*, Professor, History *Dr. Aeron Zentner*, Administrative Director, Research and Institutional Effectiveness *Helen Ward*, Staff Assistant, Counseling

District Recommendation 2 - Delegation of Authority to the Chancellor	*Ann Holliday,* Professor, Special Education; Academic Senate President *Margaret Lovig,* Professor, Paralegal; Past President, Academic Senate *Pedro Gutiérrez,* Professor, Biology; Past President, Academic Senate
Overall Report Preparation	*Daniel Pittaway,* Instructor, Reading; Coordinator, Student Success *Dave Thompson,* Director, eLearning, Application & Web Development *Nhadira Johnson,* Director of Marketing and Public Relations

The draft response from the Program and Department Review Committee was forwarded to the Writer in early November. A draft of the Follow-Up Report was sent for review to the District Board of Trustees on November 7 (COL 0.6 District Accreditation Committee Agenda 11-12-14). On November 12, the draft was forwarded via email to the campus community for review and feedback (COL 0.7 Email from N. Ramirez 11-12-14). On November 18, the Academic Senate reviewed and discussed the report (COL 0.8 Academic Senate Minutes 11-18-14). On November 19, at PIEAC, Vice President of Instruction Dr. Vince Rodriguez remarked that the Commission Concern has been addressed; he encouraged all constituency groups to continue to discuss the draft (COL 0.9 PIEAC Minutes 11-19-14).

In December, feedback was incorporated and a second draft was produced. It was submitted for discussion and action to various constituency groups within the College and District. It was first accepted by Associated Student Government on December 12, 2014 (COL 0.10 Associated Student Government Minutes 12-12-14). On December 19, the draft was again forwarded to the campus community for feedback. The Board of Trustees performed a first reading of the draft report on January 14, 2015 (COL 0.11 Board of Trustees Regular Meeting Agenda 1-14-15). Classified Senate accepted it on January 15 (COL 0.12 Classified Senate Minutes 1-15-15). PIEAC approved the report on February 4 (COL 0.13 PIEAC Agenda 2-4-15). Academic Senate Executive Committee and College Council accepted it on February 10 (COL 0.14 Academic Senate Executive Committee Agenda 2-10-15; COL 0.15 College Council Agenda 2-10-15). At the first meeting of the spring term, the full Academic Senate accepted the final report on February 17 (COL 0.16 Academic Senate Agenda 2-17-15). Finally, the Board of Trustees accepted the report on February 18 (COL 0.17 Board of Trustees Agenda Item Detail 2-18-15).

List of Evidence, College Report Preparation

COL 0.1 [Email from L. Adrian 7-3-14](#)

COL 0.2 [PIEAC Agenda 9-17-14](#)

COL 0.3 [PIEAC Minutes 9-17-14](#)

COL 0.4 [Coastline Community College Accreditation Update 9-17-14](#)

COL 0.5 [Accreditation Steering Committee Minutes 10-1-14](#)

COL 0.6 [District Accreditation Committee Agenda 11-12-14](#)

COL 0.7 [Email from N. Ramirez 11-12-14](#)

COL 0.8 [Academic Senate Minutes 11-18-14](#)

COL 0.9 [PIEAC Minutes 11-19-14](#)

COL 0.10 [Associated Student Government Minutes 12-12-14](#)

COL 0.11 [Board of Trustees Regular Meeting Agenda 1-14-15](#)

COL 0.12 [Classified Senate Agenda 1-15-15](#)

COL 0.13 [PIEAC Agenda 2-4-15](#)

COL 0.14 [Academic Senate Executive Committee Agenda 2-10-15](#)

COL 0.15 [College Council Agenda 2-10-15](#)

COL 0.16 [Academic Senate Agenda 2-17-15](#)

COL 0.17 [Board of Trustees Agenda Item Detail 2-18-15](#)

Statement of Report Preparation - District Recommendation

Based on discussions at the Chancellor's Cabinet, in order to provide continuity, it was determined that, to the extent possible, the same districtwide workgroup who had previously worked on developing the responses to the ACCJC District-level recommendations included in the letters sent to the Colleges by ACCJC in July 2013 develop the follow-up response to District Recommendation 2 for the reports due to ACCJC by March 15, 2015. The initial workgroup was constituted based on the recommendation of the Chancellor's Cabinet, which is chaired by the Chancellor and is composed of the three College Presidents, the two Vice Chancellors, the Executive Director of Human Resources, and the District Director of Public Information and Governmental Affairs.

The members of the workgroup are listed below:

Coastline Community College:
Ann Holliday, Professor, Special Education; President, Academic Senate
Margaret Lovig, Professor, Paralegal; Past President, Academic Senate
Pedro Gutiérrez, Professor, Biology; Past President, Academic Senate

Golden West College:
Wes Bryan, President
Gregg Carr, Past President, Academic Senate; President, CFE
Ron Lowenberg, Dean, Criminal Justice
Kay Nguyen, Administrative Director; Accreditation Liaison Officer

Orange Coast College:
Georgie Monahan, Faculty, Communication; Program Review Coordinator; Co-Chair,
        Accreditation Coordinating Committee
Denise Cabanel-Bleuer, Faculty, Spanish; Past President, Academic Senate
Sheri Sterner, Administrative Director, Accreditation Liaison Officer

Coast Community College District Office:
Dr. Andreea Serban, Vice Chancellor, Educational Services and Technology

At its October 9, 2014 meeting, the workgroup developed the division of responsibilities in terms of developing a draft response, the template to use for writing the draft response, and the evidence to be collected and analyzed in support of the response to ACCJC District Recommendation 2.

Commission Concern/College Recommendation 4 - Program Review

Commission Concern: Recommendation 4 required the College to "ensure that the program review cycle for all student services, learning resources, and administrative resources is systematic and integrated into the college planning and resource allocation processes." While the College has established a cycle and a calendar that ensures inclusion of all units that had not completed a prior program review, many of the programs are not required to undergo their first program review until 2016, 2019, or 2020.

Analysis and Findings:

On August 19, 2014, the Coastline Management Team met to discuss Accreditation and the work ahead to address the concern. Specifically, President Adrian noted that the Program and Department Review Committee will need to revise the timeline for review of administrative and student service units (COL 4.1 Coastline Management Team Minutes 8-19-14).

During the fall term, the Program and Department Review Committee conducted a careful audit and engaged in a sustained dialog to ensure that all units were included (COL 4.2 Program and Department Review Minutes 9-8-14; COL 4.3 Program and Department Review Minutes 9-22-14) in the review calendar. The calendar was subsequently revised to include nine administrative and student service units that had not completed a prior program review. Table 2 summarizes the eight administrative and student service units that completed a comprehensive review within fall 2014 or spring 2015. The ninth unit, Early College High School (ECHS), a new program, is scheduled for review in fall 2015.

Table 2
Schedule for Administrative and Student Service Units Previously Not Reviewed

Area	Comprehensive Review Date
Institutional Research, Effectiveness, Planning, and Grant Development	October 27, 2014
Administrative Services	November 10, 2014
Marketing/Public Relations/Graphics	November 10, 2014
The Newport Beach Learning Center	November 10, 2014
The Le-Jao Learning Center	November 10, 2014
The Office of Instruction	December 8, 2014
The Office of the President	December 8, 2014
The Office of Student Services	February 9, 2015

On October 27, Institutional Research, Effectiveness, Planning, and Grant Development reported (COL 4.4 Program and Department Review Minutes 10-27-14; COL 4.5 2014 Institutional Research, Effectiveness, Planning, and Grant Development Review). This was followed by Administrative Services, Marketing/Public Relations/Graphics, the Newport Beach Learning Center, and the Le-Jao Learning Center on November 10 (COL 4.6 Program and Department Review Minutes 11-10-14; COL 4.7 2014 Administrative Services Department Review; COL 4.8 2014 Marketing/Public Relations/Graphics Department Review; COL 4.9 2014 Newport Beach Learning Center Review; COL 4.10 2014 Le-Jao Learning Center Review). On December 8, the Office of Instruction and the Office of the President were reviewed (COL 4.11 Program and Department Review Minutes 12-8-14; COL 4.12 2014 Office of Instruction Department Review; COL 4.13 2014 Office of the President Department Review). On February 9, 2015, the Office of Student Services was reviewed (COL 4.14 Program and Department Review Agenda 2-9-15).

The sustained dialog within the Program and Department Review Committee during fall 2014 led to three decisions on December 8, 2014 (COL 4.11 Program and Department Review Minutes 12-8-14). First, the committee added the Office of Student Services to the review calendar to ensure that all areas within the purview of Student Services not included in other units are represented. This unit was scheduled for review on February 9, 2015. Second, Electronics Technology was added to the calendar. This program will complete a comprehensive review in fall 2015. Third, the revised comprehensive review calendar for all programs and departments was formally adopted by the Program and Department Review Committee (COL 4.15 Program and Department Review Calendar 12-8-14). Table 3 below is a reproduction of the approved calendar.

Table 3
2014-2018 Calendar for Program and Department Review

Year	Last Presentation	Instructional Program	2014	2015	2016	2017	2018
2012	Apr-13	Building Codes Technology		Fall		Fall	
2012	Nov-12	Business (Accounting, Business, Economics, Management)				Fall	
2009	Feb-10	Business Computing	Fall		Fall		Fall
2008	May-09	Computer Information Systems, Computer Service Technology, Informatics, Information & Computer Science		Fall		Fall	
2009	May-10	Education/TEACh3	Fall				
2009	Feb-10	Digital Graphic Arts	Fall		Fall		Fall
		Electronics Technology		Fall			
2012	Oct-12	Emergency Management/Homeland Security (Criminal Justice, Emergency Management)		Fall		Fall	
2012	Feb-13	English as a Second Language (ESL)				Fall	
2013	Oct-13	Health Science (Gerontology, Health & Nutrition, Kinesiology, Physical Education)					Fall
2009	May-10	Humanities (Communications Studies, English, Humanities, Mass Communications, Philosophy, Reading)		Fall			
2010	Feb-11	International Languages (American Sign Language, Arabic, Chinese, French, Italian, Spanish, Vietnamese)		Fall			
2009	Mar-10	Mathematics	Fall				
2012	Dec-12	Paralegal				Fall	
2011	May-11	Psychology			Fall		
2011	Dec-11	Process Technology		Fall		Fall	
2012	Nov-12	Real Estate		Fall		Fall	
2012	Feb-13	Science (Astronomy, Biology, Biotechnology, Chemistry, Ecology, Geology, Marine Science, Physics)				Fall	
2013	Feb-14	Social Sciences (Anthropology, Geography, History, Human Services, Political Science, Sociology)					Fall
2011	Feb-12	Special Programs and Services for the Disabled (Acquired Brain Injury (ABI)/ADA/Intellectual Disabilities (ID)/Fairview)				Fall	
2012	Mar-12	Visual and Performing Arts (Art, Music, Photography, Theater Arts)				Fall	
Total			4	8	3	11	4

Table 3
2014-2018 Calendar for Program and Department Review (con't.)

Year	Last Presentation	Department	2014	2015	2016	2017	2018
2014	Nov-14	Administrative Services (Campus Safety & Emergency Services, Fiscal Services, Human Resources, Maintenance & Operations)	Fall				
2013	Oct-13	Admissions & Records					Fall
2012	Nov-12	CalWORKs, Cooperative Agencies Resources for Education (CARE), Extended Opportunity Programs & Services (EOPS)				Fall	
2011	Apr-12	Military Education, Corporate Training, & Business Development			Fall		
2013	Nov-13	Distance Education					Fall
	New program fall 2014	Early College High School (ECHS)		Fall			
2012	GG Mar-12, LJ Nov-14, NB Nov-14	Educational Centers (Garden Grove, Le-Jao, Newport Beach)	Fall (2)			Fall	
2008	Apr-09	Financial Aid		Fall			
2013	Nov-14	Foundation				Fall	
2012	Feb-13	Library				Fall	
2014	Nov-14	Marketing, Public Relations, Graphics	Fall				
2014	Dec-14	Office of Instruction	Fall				
2014	Feb-15	Office of Student Services		Spring			
2014	Dec-14	Office of the President	Fall				
2014	Nov-14	Research, Institutional Effectiveness and Grant Development	Fall				
2009	SSSP Mar-09, Coun. May-10	SSSP/Matriculation (Counseling, Assessment, Transfer, Career)		Fall			
2013	Oct-13	Strategic Technology-Assisted Rapid (STAR)					Fall
2012	May-13	Student Life (Associated Student Government, Outreach, Student Clubs)				Fall	
2013	Oct-13	Student Success Centers					Fall
2012	Apr-13	Study Abroad				Fall	
Total			7	4	1	6	4
Overall:			11	12	4	17	8

Conclusion:

With the successful comprehensive review in fall 2014 and spring 2015 of eight areas previously identified as not having completed a comprehensive review, the scheduling of two additional units for review in fall 2015, and the development of a revised review calendar, the deficiency identified in the Commission Action Letter has been resolved.

The Recommendation and the Commission Concern were fully addressed and the College meets the Standards.

List of Evidence, Commission Concern/College Recommendation 4:

COL   4.1   [Coastline Management Team Minutes 8-19-14](#)

COL   4.2   [Program and Department Review Minutes 9-8-14](#)

COL   4.3   [Program and Department Review Minutes 9-22-14](#)

COL   4.4   [Program and Department Review Minutes 10-27-14](#)

COL   4.5   [2014 Institutional Research, Effectiveness, Planning, and Grant Development Review](#)

COL   4.6   [Program and Department Review Minutes 11-10-14](#)

COL   4.7   [2014 Administrative Services Department Review](#)

COL   4.8   [2014 Marketing/Public Relations/Graphics Department Review](#)

COL   4.9   [2014 Newport Beach Learning Center Review](#)

COL   4.10   [2014 Le-Jao Learning Center Review](#)

COL   4.11   [Program and Department Review Minutes 12-8-14](#)

COL   4.12   [2014 Office of Instruction Department Review](#)

COL   4.13   [2014 Office of the President Department Review](#)

COL   4.14   [Program and Department Review Agenda 2-9-15](#)

COL   4.15   [Program and Department Review Calendar 12-8-14](#)

District Recommendation 2 - Delegation of Authority to the Chancellor

To meet the Standards, and as recommended by the 2007 team, the team recommends that the Board and district follow their policies regarding the delegation of authority to the Chancellor for effective operation of the district and to the college presidents for the effective operation of the colleges. Further, the team recommends that the district develop administrative procedures that effectively carry out delegation of authority to the Chancellor and the college presidents. (Standards IV.B.1.j, IV.B.3.a, IV.B.3.g)

Analysis and Findings:

The 2014 Accreditation Follow-Up Report documented and provided evidence for the extensive changes related to the creation of new board policies and administrative procedures or revisions of existing ones affecting the delegation of authority to the Chancellor and the College Presidents. The Accreditation Visiting Teams who visited the three Colleges in April 2014 concluded in each of the three evaluation reports that "*[t]he District has fully addressed the recommendation and meets the Standards.*"

The 2014 Accreditation Visiting Teams also noted in their conclusion the following: *"Tremendous improvement in the operationalization of the policies was evidenced. Since the operationalization of these policies is relatively new, close monitoring is needed to ensure smooth transition of the changes and to ensure college personnel understand the changes and work within agreed upon policies and procedures."*

This section provides an analysis and findings relative to the continued implementation and operationalization of the relevant board policies and administrative procedures.

BP 2200 Board Duties and Responsibilities (DIS 2.1 BP 2200 Board Duties and Responsibilities) was revised in November 2013 and subsequently in April 2014 to include the Chancellor in the hiring and evaluation of the Board Secretary and the appointment and oversight of the District General Counsel, District External Auditor, and District Lobbyist. Previous language in the policy had these functions being selected and overseen exclusively by the Board of Trustees. In addition, BP 2905 General Counsel (DIS 2.2 BP 2905 General Counsel) was revised in December 2013 to define the working relationship and direction received from both the Board of Trustees and the Chancellor, whereas previously the General Counsel received direction and oversight exclusively to the Board of Trustees. The revision specifies that the General Counsel reports regularly to both the Chancellor and the Board of Trustees and provides legal reports and advice as requested by the Chancellor or Board of Trustees, acting as a whole.

The Chancellor participated in the regularly scheduled managerial evaluation for the Board Secretary conducted on August 6, 2014. The Chancellor provided a written evaluation, which was discussed along with the Board's evaluation of the Board Secretary at the closed session on the same day (DIS 2.3 Board of Trustees Closed Session Agenda 8-6-14).

In terms of oversight of the District Lobbyist, the Chancellor assigned the District Director of Public Information and Governmental Affairs to work with staff from the District Lobbyist's firm to arrange legislative visits and to represent the District's views in legislative sessions in Sacramento. Previously, the District Lobbyist's firm worked only with the Board, but over the past two years staff members from the District Lobbyist's firm have worked closely with the District Director of Public Information and Governmental Affairs as well.

In addition, the Chancellor delegated the Board Secretary to work with staff members from the District Lobbyist's firm in working with the District Student Council. Staff members from the District Lobbyist's firm facilitated Student Lobby Day by setting up appointments with legislative offices and arranging speakers for the students attending.

The Chancellor has met regularly with the General Counsel to provide guidance relative to topics of interest (DIS 2.4 List of Chancellor's meetings with the General Counsel January 2014 - November 2014). In addition, the General Counsel has met regularly with the Vice Chancellor Administration and Fiscal Services and the Risk Services Manager regarding contracts and agreements. As stated in the revised BP 2905, the General Counsel has provided legal services to the District as authorized by the Chancellor, Board of Trustees, acting as a whole, Vice-Chancellors, College Presidents, the District's Chief Human Resource Officer, and Risk Manager, including legal advice, research, training, and opinions to the Chancellor and Board of Trustees.

BP 2430 Delegation of Authority to CEO (DIS 2.5 BP 2430 Delegation of Authority to CEO) was revised in December 2013 to more specifically define the delegation of authority to the Chancellor and the College Presidents. A new administrative procedure—AP 2430 (DIS 2.6 AP 2430 Delegation of Authority to CEO)—was ratified in December 2013 that indicates the specific areas for which the Chancellor and the College Presidents are responsible. The administrative procedure was created based on discussions with the Chancellor and the College Presidents. While many examples can be provided to document the operationalization of BP/AP 2430, below are some highlights.

Coastline Community College

   The President led a collaborative and strategic planning process in 2011-12, as well as the development of an integrated planning process (DIS 2.7 Coastline Community College

Integrated Planning Guide). The systematic implementation and evaluation of these plans are overseen by the Planning, Institutional Effectiveness, and Accreditation Committee (PIEAC) and the Wing Planning Councils (DIS 2.8 Coastline Community College Wing Planning Councils). PIEAC and the Wing Councils are participatory governance committees that report to the College Council, which is chaired by the President. The Committees make recommendations to the President regarding planning priorities, budget allocations, and other college plans. The College completed the development of a Student Success Plan (DIS 2.9 Coastline Community College Student Success Plan), which was presented to the Board of Trustees on November 5, 2014.

The College's master plan (or strategic plan) is focused primarily on student learning, teaching, and success. The integrated planning process ensures that funds are allocated to support the College's mission, goals, and priorities as demonstrated on the resource allocation rubric (DIS 2.10 Coastline Community College 2014-15 Resource Allocation Rubric). For example, beginning in fall 2014-spring 2015, the College will launch a Center for Teaching and Learning (CTL) to improve course quality and support faculty professional development. Funding for the CTL is reflected in the allocations recommended by PIEAC and approved by the President (DIS 2.11 Coastline Community College 2014-15 PIEAC Prioritization Funding Requests).

The President has strengthened support for general education and CTE programs by hiring more full-time faculty. In 2013-14, the President approved the hiring of full-time faculty in the following disciplines: Chemistry, Counseling, Business, Sociology/Human Services, and Philosophy (DIS 2.12 Coastline Community College 2013-14 Faculty Prioritization Letter). Some the disciplines had no full-time faculty. In fall 2014, five full-time faculty positions (Math, Psychology, Organismal Biology, Counseling, and Health/Nutrition) were authorized for recruitment and hiring to strengthen support for programs and student success. These latest positions will be in place to begin teaching in fall 2015.

Golden West College

As stated in AP 2430, the President provides leadership in the development and implementation of a sustainable and integrated strategic plan. Golden West College developed the College Educational Master Plan 2011-16 (DIS 2.13 Golden West College Educational Master Plan 2011-16), College Facilities Master Plan (DIS 2.14 Golden West College Facilities Master Plan) and Student Success and Support Program (SSSP) Plan (DIS 2.15 Golden West College Student Success and Support Program Plan), the latter was presented to the Board of Trustees on October 15, 2014. Each of these plans is being implemented according to stated goals, objectives, and timelines.

The President provides leadership in the development and implementation of career technical education to meet the needs in the community. Golden West College was selected by the District at the November 5, 2014 Board of Trustees meeting to submit an application for a Bachelor's Degree in Community Corrections (DIS 2.16 Golden West College Application for Offering Baccalaureate Degree Program).

The President provides leadership in the development and implementation of a comprehensive enrollment management plan. Golden West College developed an Enrollment Management Plan (DIS 2.17 Golden West College Enrollment Management Plan), which is being implemented. In addition, the College's Planning and Decision-Making Guide (DIS 2.18 Golden West College Planning and Decision-Making Guide) provides additional evidence regarding the operationalization of the delegated authority to the President.

Orange Coast College

In March 2013, the College received commendations from the site visiting team for its planning, transparency, and commitment to the principles of participatory governance that has resulted in a culture of openness. In addition the College was commended for its broad dissemination and acceptance of its decision-making document. Since the site visit the College, under the direction of the College President, has reviewed and revised the college mission, vision, and updated its strategic plan, the OCC Educational Master Plan, according to the time frames established in the decision making document. The College Council has adopted key performance indicators that are in alignment with the Coast District Master Plan.

The campus internal portal page demonstrates (DIS 2.19 Orange Coast College Campus Approvals) the operationalization of the delegation of authority along with links to letters and flow charts. This link is available to all college employees. On this portal site are flow charts for some of the common procedures, such as routing for Presidential approval, travel approval, standard contract routing, and summaries of types of campus approval processes (DIS 2.20 Orange Coast College Presidential/Approval/Travel Flow Charts & Contract Routing). All of these approvals are transparent to the campus and can be found on this portal site (DIS 2.21 Orange Coast College Presidential Approval Request Portal Screenshot). This information, along with the Orange Coast College Decision Making Guide (DIS 2.22 Orange Coast College Decision Making Guide), delineates the delegation of authority, the flow of the processes, and the operationalization of ongoing specific examples.

BP 6340 Bids and Contracts (DIS 2.23 BP 6340 Bids and Contracts Approved December 2013) was revised in December 2013 to delegate the authority to the Chancellor to enter into contracts for work to be done, services to be performed or for goods, equipment, or supplies to be furnished or sold to the District that do not exceed the amounts specified in Public Contract Code Section 20651, as amended annually under Public Contract Code Section 20651(d), without requiring prior approval by the Board but ratification by the Board. This is a significant change in actual delegation of authority to the Chancellor.

Prior to this change, any contract, service, or purchase, regardless of dollar amount, required prior approval of the Board, which had an impact on the ability of the District to operate efficiently. The associated AP 6340 (DIS 2.24 AP 6340 Bids and Contracts Ratified December 2013), ratified in December 2013, defined the delegation of authority from the Chancellor to the Vice Chancellor of Fiscal and Administrative Services.

The operational implementation of the revised or new relevant board policies and administrative procedures was defined and communicated to all district managers on January 23, 2014, by the manager of the District Risk Services. The changes were implemented effective with the Board meeting on February 5, 2014 (DIS 2.25 Memorandum to District Managers Support Staff Regarding Delegation Authority Contracts Submission Review 1-23-14; DIS 2.26 Contract Submission and Review Procedures 1-22-14). As evidenced by Board agendas since February 2014, the operationalization of BP 6430 and AP 6430 has continued consistently.

As with any new processes, refinements do occur over the time to provide clarification and improvements. A revision of BP 6430 was brought to the Board of Trustees for first reading at the Board meeting on August 6, 2014. This revision provided clarification as follows: "Irrespective of whether bids are required under the Public Contract Code, the Chancellor may approve, subject to subsequent Board ratification, only contracts which do not exceed, for the total duration of the contract, the amounts specified in Public Contract Code Section 20651, as amended annually under Public Contract Code Section 20651(d)." Based on additional feedback from the Board of Trustees and General Counsel, the revised BP 6430 (DIS 2.27 BP 6430 Bids and Contracts Approved November 2014) was approved at the November 19, 2014 Board meeting.

An additional clarification was also included in a subsequent revision of BP 6100 Delegation of Authority to the Chancellor (DIS 2.28 BP 6100 Delegation of Authority to the Chancellor Approved November 2014) associated with fiscal matters. The following paragraph was revised to read: "The Chancellor may amend the terms and conditions of any contract which the Chancellor has approved pursuant to delegated authority, so long as the terms of the amended contract still are within the scope of the delegated authority, subject to subsequent

ratification by the Board of Trustees." This revision of BP 6100 was brought to the Board of Trustees for first reading at the August 6, 2014 Board meeting and was approved at the November 19, 2014 Board meeting.

The procedures created and distributed in February 2014 regarding the submission and review of contracts were revised to reflect the clarification included in BP 6340 Bids and Contracts. The revised procedures were distributed to all managers and their assistants, as applicable, on September 18, 2014 (DIS 2.29 E-mail from Risk Services Manager Regarding Revision of Procedures for Submission and Review of Contracts 9-18-14; DIS 2.30 CCCD Contract Submission and Review Procedures 9-18-14). In addition, BP 6934 Limited Authority to Settle Liability Claims was revised to increase the amount that the Vice Chancellor, Administrative Services, is authorized to settle claims on behalf of the District without prior Board approval from $5,000 to $10,000. The revised BP 6934 was approved at the December 10, 2014 Board meeting (DIS 2.31 BP 6934 Limited Authority to Settle Liability Claims Approved December 2014).

A new board policy related to the delegation of authority to the Chancellor related to personnel matters was created—BP 7110—which combined a number of disparate policies and more clearly articulated the type of personnel actions that the Chancellor could undertake without prior approval by the Board but rather ratification by the Board to effectively run the operations of the District. The new BP 7110 was approved by the Board in December 2013. The associated AP 7110 defined the delegation of authority from the Chancellor to the Vice Chancellor of Human Resources and was ratified in December 2013. Subsequently, as was the case with BP 6100 and BP 6430, BP 7110 has been further revised to clarify language. A revised version of BP 7110 was brought for first reading to the November 5, 2014 Board meeting and was approved at the December 10, 2014 Board meeting (DIS 2.32 BP 7110 Delegation of Authority to the Chancellor Human Resources Approved December 2014). The operationalized of BP 7110 has continued consistently since its adoption in December 2013 as evidenced by personnel-related items on Board agendas (DIS 2.33 Examples of Continued Operationalization of BP 7110).

Conclusion:

The District and the Board of Trustees have continued the implementation and operationalization of the board policies and administrative procedures related to the delegation of authority to the Chancellor and the College Presidents.

This Recommendation is fully addressed and the Colleges meet the Standards.

List of Evidence, District Recommendation 2:

DIS 2.1 [BP 2200 Board Duties and Responsibilities](#)

DIS 2.2 [BP 2905 General Counsel](#)

DIS 2.3 [Board of Trustees Closed Session Agenda 8-6-14](#)

DIS 2.4 [List of Chancellor's meetings with the General Counsel January 2014 - November 2014](#)

DIS 2.5 [BP 2430 Delegation of Authority to CEO](#)

DIS 2.6 [AP 2430 Delegation of Authority to CEO](#)

DIS 2.7 [Coastline Community College Integrated Planning Guide](#)

DIS 2.8 [Coastline Community College Wing Planning Councils](#)

DIS 2.9 [Coastline Community College Student Success Plan](#)

DIS 2.10 [Coastline Community College 2014-15 Resource Allocation Rubric](#)

DIS 2.11 [Coastline Community College 2014-15 PIEAC Prioritization Funding Requests](#)

DIS 2.12 [Coastline Community College 2013-14 Faculty Prioritization Letter](#)

DIS 2.13 [Golden West College Educational Master Plan 2011-16](#)

DIS 2.14 [Golden West College Facilities Master Plan](#)

DIS 2.15 [Golden West College Student Success and Support Program Plan](#)

DIS 2.16 [Golden West College Application for Offering Baccalaureate Degree Program](#)

DIS 2.17 [Golden West College Enrollment Management Plan](#)

DIS 2.18 [Golden West College Planning and Decision-Making Guide](#)

DIS 2.19 [Orange Coast College Campus Approvals](#)

DIS 2.20 [Orange Coast College Presidential/Approval/Travel Flow Charts & Contract Routing](#)

DIS 2.21 [Orange Coast College Presidential Approval Request Portal Screenshot](#)

DIS 2.22 [Orange Coast College Decision Making Guide](#)

DIS   2.23   [BP 6340 Bids and Contracts Approved December 2013](#)

DIS   2.24   [AP 6340 Bids and Contracts Ratified December 2013](#)

DIS   2.25   [Memorandum to District Managers Support Staff Regarding Delegation Authority Contracts Submission Review 1-23-14](#)

DIS   2.26   [Contract Submission and Review Procedures 1-22-14](#)

DIS   2.27   [BP 6430 Bids and Contracts Approved November 2014](#)

DIS   2.28   [BP 6100 Delegation of Authority to the Chancellor Approved November 2014](#)

DIS   2.29   [E-mail from Risk Services Manager Regarding Revision of Procedures for Submission and Review of Contracts 9-18-14](#)

DIS   2.30   [CCCD Contract Submission and Review Procedures 9-18-14](#)

DIS   2.31   [BP 6934 Limited Authority to Settle Liability Claims Approved December 2014](#)

DIS   2.32   [BP 7110 Delegation of Authority to the Chancellor Human Resources Approved December 2014](#)

DIS   2.33   [Examples of Continued Operationalization of BP 7110](#)