



## **PROGRESS REPORT**

Submitted on

March 1, 2009

by

Coastline Community College  
11460 Warner Avenue  
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to

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

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## Statement on Report Preparation

Preparation of this report was the result of a college-wide collaborative effort that has included both formal and informal dialog.

Following the Accreditation Site Visit in March 2007 and subsequent report from the Accrediting Commission, the college entered into discussions about how to address the recommendations and, just as importantly, how to ensure that the action plans identified in our Self-Study would also be addressed in a timely and effective manner. Before the end of Spring Semester 2007, the Mission, Plan, and Budget Committee considered and responded to immediate fiscal needs emerging from the Self-Study and the Commission's report. Concurrently, the President's Cabinet began action on the long-term staffing plan and moved to establish a standing Accreditation Committee.

Chaired by the college's Accreditation Liaison Officer, the Accreditation Committee has as its mandate "To provide inclusive, informed, and ongoing intentional dialog and implementation of accreditation activities and standards. Activities will integrate with institutional planning processes and bodies." Membership includes faculty, staff, student, and management representatives:

Academic Senate President (Cheryl Stewart)	Manager, Standard Co-Chair (Christine Nguyen)
Classified Chair-Elect or designee (Carol Spoja)	Research (Pat Arlington)
Classified Representative (Wendy Sacket)	Student Advisory Council President (Chelsea Svir)
Instructional Systems Development (Dan Jones)	Vice President, Administrative Services (Kevin McElroy)
Faculty Co-Chair, Accreditation Self-Study Team (Margaret Lovig)	Vice President, Instruction, and Accreditation Liaison Officer (Cheryl Babler)
Director, Marketing and Public Relations (Michelle Ma)	Vice President, Student Services and Economic Development (Vangie Meneses)
Faculty, Standard Co-Chair (Debbie Secord)	

At its first meeting on November 7, 2007, the committee reviewed the Accrediting Commission's recommendations and assigned leads and support team members for each of the recommendations. The committee also identified steps required to implement action plans and discussed ways in which technology could be used to collect data, share documents, and encourage meaningful constituency involvement. As data was gathered, responses to the recommendations were drafted and subsequently reviewed and edited by the Vice President of Instruction and members of the Accreditation Committee. Recommendations 7 and 10 are District-wide recommendations, and the response to those was coordinated by the District's Associate Vice Chancellor of Educational Services. On February 11, 2008, Coastline's Accreditation Committee met to review and approve the final draft of the Progress Report.

Since Dr. Calotte's April 2008 visit, the college has continued its work in addressing Recommendations 2 and 3 through dialog with and allocation of resources by the Mission, Plan, and Budget Committee, engagement of a consultant to assist with the logistics related to developing a long-range staffing plan, and drafting of a long-range staffing plan by the college's Office of Planning and Development. The various college constituencies, through College Council, Academic Senate, Classified Council, and other standing committees, have worked in tandem to address these recommendations, develop plans, and

implement needed actions. The college's Accreditation Committee, through its regularly scheduled meetings, has provided oversight for the process.

Further responses to Recommendations 7 and 10, which relate to District-wide operations, were coordinated by the District's Office of Education Services.

The college's 2008 report has been amended by addendums to Recommendations 2, 3, and 7. The response to Recommendation 10 has been revised in its entirety.

A handwritten signature in black ink, appearing to read "Ding-Jo H. Currie". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Ding-Jo H. Currie, Ph.D.

President, Coastline Community College

## Response to Team Recommendations and the Commission Action Letter

### Recommendation 2: Library and Learning Resources

*The team recommends that the college provide library and other learning support services that are sufficient in quantity, currency, depth, and variety to facilitate its educational offerings to all student constituents, including distance learning, on campus, contract military, and incarcerated students, through the establishment of a permanent budget for these services, and by generating new processes to address the needs of students who are currently unable to receive service(s) (II.C,1).*

In March 2007, Coastline's Mission, Plan, and Budget Committee made a commitment to increase institutional funding for the library by \$5,000 a year for each of the next five years. This will result in a General Fund line item for the library of \$37,000 a year by 2012. In addition, \$30,000 in annual Lottery Fund monies will be allocated for the library. While these changes in funding still leave the library dependent upon Telecommunication and Technology Infrastructure Program (TTIP) funding, they do provide an adequate foundation for library services and a level of resources appropriate for a community college of Coastline's size and demographics.

*Note: In order to adequately address issues raised in Recommendation 2, the Coastline Library researched resources available at colleges similar to Coastline based on FTES, headcount, or enrollments in three distance learning modalities. This research indicates that Coastline has resources and services that are equivalent to, and in some cases greater than, comparable colleges.*

As a result of recent funding increases, the library collection has grown to include additional subject-specific and reference resources; and the library now subscribes to Serials Solutions, an online federated search service that greatly simplifies and improves access to subscription database holdings.

In addition to ensuring increased fiscal resources for the library, the college has taken steps to enhance library services available to incarcerated and military students. The library has designed, developed, and implemented a pilot program for services to incarcerated students that has resulted in development of materials, including tutorials, to be used by incarcerated students. Though the needs of military students are different in crucial ways from those of the incarcerated students, since there are some similarities in needs, particularly in cases where Internet use is limited or unavailable to military personnel, materials developed for incarcerated students will also be used with military students. As part of our continuing effort to improve library services for our military students, Coastline's librarian will be attending the 2008 Council of College and Military Educators Symposium in order to better understand the challenges and opportunities for providing library services and resources to enlisted personnel.

In other initiatives, the Coastline Library and Learning Resources Program completed its first comprehensive Program Review in May 2007. The final report included identification of six new five-year goals:

1. Develop and implement strategies to improve student retention and success in English 108 (Library Resources and Research).
2. Work with the Incarcerated Student Services Team to increase student access to library materials and to English 108.
3. Work with Academic Senate, Curriculum Committee, and individual faculty and academic departments to develop methods for addressing the college core degree-level learning outcome related to information competency.
4. Assure that instructions for accessing Virtual Library resources are kept up-to-date and readily available through a Help link on the library home page.
5. Work with programming staff to improve user-friendliness of the Virtual Library.
6. Increase the number of faculty who incorporate library assignments into their coursework.

The library staff has already begun work on each of the goals, and the implementation of the MyCCC portal and the institutionalization of Seaport (our home-grown course management program) will have a significant impact on library access, usability, and navigation. The college is actively working towards its goal of having single sign-on access to all library resources and services before the end of the 2008 spring semester.

### **March 2009 Addendum**

Substantial progress has been made on Recommendation 2. Funding for the library continues to increase on an annual basis per our five-year plan to enhance online databases and learning resources, and we have achieved our goal of single sign-on authentication and access to proprietary library resources. In addition, the overall appearance and ease of navigation of the library website has improved considerably, with the library website now fully integrated into the college's main website. Further enhancements are ongoing.

### Recommendation 3: Long-Term Staffing Plan

*Original Recommendation: As part of the college's planning efforts, consideration should be given to the creation of a collaborative "long-range staffing plan that is based upon the goals and enrollment projections" (Self-Study) of the college. The sophisticated technology and increasingly diverse delivery systems employed at Coastline should be major considerations in the development of a staffing plan.*

*2007 Recommendation: The team reaffirms the 2001 team's recommendation that the college develop a long-term staffing plan (III.A.2).*

Coastline Community College is committed to establishing a collaborative, long-range staffing plan. In April 2007, immediately following receipt of the Visiting Team's draft report, the President convened her Cabinet to initiate discussion and lay the ground work for development of the plan. Cabinet members were in agreement that development and implementation of the staffing plan should be fully integrated into the college's Master Plan. To accomplish this, a number of elements essential to the process were identified:

- Department identification of needs including resource and staffing
- Analysis of staffing levels within departments over the last 3-5 years in comparison to enrollment trends, number of students served, department productivity, technology utilization, and diverse delivery systems
- Analysis of the succession of employees to address department and college needs and balance fiscal realities
- Utilization of department Program Reviews, along with current research and identification of emerging needs

To date Coastline has engaged in the following activities to advance the development of a collaborative, long-range staffing plan:

- Following the President's Cabinet discussions in spring 2007, the Vice President of Administrative Services, supported by Coastline's Director of Personnel, initiated a study of longitudinal data related to departmental staffing levels over the past 3-5 years in comparison to enrollment trends, customers served, and overall productivity. In addition, they began the process of analyzing employee demographics and turnover and of projecting retirements and future staffing needs.
- In December 2007 a staff survey was conducted to revisit the Master Plan priorities. Results were used to guide the planning process, identify accomplishments, determine if priorities were met, and determine next steps for January 2008 Master Plan strategic planning workshop.
- The January 2008 two-day workshop involved leaders of college constituent groups who identified, examined, and discussed the college's strengths, weaknesses, opportunities, and threats. Outside facilitators were utilized to maximize the discussion and planning process.

- The group identified as one of the college's greatest threats the potential negative consequences of not adequately planning for and managing its overall staffing pattern.
- The group agreed on the central role that faculty and staff have in accomplishing college priorities and on the need to address long-term staffing, deployment of staff, and training and cross-training of staff. The Master Planning Next Steps include:
  - Place all deadline dates for the master planning process on individual and institution-wide calendars
  - Follow the Master Plan Development Schedule timeline
  - Include staffing plans in the department plans that are prioritized at the Wing levels (Instruction, Student Services, Administrative Services) and which are then presented to Mission, Planning and Budget Committee
  - Presentations will be made by the Vice Presidents of Instruction, Student Services, and Administrative Services to the Mission, Planning and Budget, along with identified constituent leaders regarding planning priorities
  - The Mission, Planning & Budget Committee will establish staffing and resource allocation priorities that will then be recommended to the President's Cabinet

This process will be implemented this spring for the 2008-2009 planning cycle. To optimize collaboration, the Master Plan process will engage the active attention and participation of the following constituent groups:

- Academic departments
- Established college committees
- Functional units and unit executives
- Ad hoc cross-functional teams

### **March 2009 Addendum**

Guided by research and recommendations from outside experts and internal dialog, the college has made substantial progress in its development of a Long-Term Staffing Plan. In April 2008, the college engaged a consultant to provide guidance in the development of the plan. In early fall of 2008, Coastline's Office of Planning and Development drafted a staffing plan, which, beginning in December of 2008, was made available to college constituency groups for review and comment.

The plan has been designed to address staffing within the overall context of planning at the college, using and building upon input from well-established research, planning, and policy-making units within the college and ensuring alignment with the college's strategic plan. The staffing plan includes an analysis of staffing practices, a review of staffing levels (by employment category) from 2005 through 2008, a forecast of needed staffing levels through 2013, and strategies for implementing the plan.

Final review of the plan by the College Council and approval by Coastline's President is underway. We expect to be able to finalize the plan by the end of February and that the plan will be available for the commission's review in March 2009.

## Recommendation 7: Selection and Authority of Chancellor, Vice Chancellor, and College Presidents

*The team recommends that the Board adopt a formal written process for the selection of the chancellor, vice chancellors and college presidents. In addition, the Board should develop a policy that clearly delineates authority from the chancellor to the college presidents for the effective operation of the colleges (IV.B.1.j, IV.B.3, IV.B.3.a).*

On November 19, 2007, the Coast Community College District Board of Trustees adopted a formal written process for the selection of the chancellor, vice chancellors, and college presidents. Policy 050-1-17-1, entitled *Search and Selection of the Coast Community College District Executive Management Employees* (Attachment A), was developed in consultation with constituent groups, and outlines the process and procedures to be followed in the selection and employment of the chancellor, vice chancellors, and college presidents. (IV.B.1.j).

Delineation of authority (IV.B.3 and IV.B.3.a) is addressed in the response to Recommendation 10 on the following pages.

### March 2009 Addendum

#### *Commission's Response to the College's 2008 Progress Report:*

*With regard to Recommendation 7, the Commission acknowledges that Coastline Community College has addressed the first part of this recommendation by having adopted a formal, written selection process for the selection of the chancellor, vice chancellors and College presidents. The portion of the recommendation that requires the delineation of authority from the chancellor to the College presidents is still a matter of concern for the Commission.*

#### *College Response*

On January 21, 2009, the Board of Trustees took action and passed the following Board Policy 010-2-6.1:

#### **Delineation of Authority to District Chancellor and College Presidents**

The Chancellor of the Coast Community College District is appointed to assist the Board of Trustees in policymaking for the District and shall have the authority for and be fully accountable to the Board of Trustees for ordering, administering, and supervising of all District activities.

The Chancellor may 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 other responsibilities as may be determined through annual goal setting or the evaluation process, and other duties as required by the daily operation of the colleges.

Education Code 70902  
Accreditation Standard IV.B.1.j, IV.B.3.e.

## Recommendation 10: Delineation of District and College Functions

*The team recommends that the college and district adhere to the Commission policy for the evaluation of institutions in multi-college districts by immediately delineating specific district functions as distinct from those of the colleges' functions, and communicate these delineated functions to all college and district constituencies, so that there is a clear understanding of their respective organizational roles, authority and responsibilities for the effective operations of the colleges, and in meeting Accreditation Standards (IV.B, IV.B.3, IV.B.3.a, IV.B.3.g and Policy and Procedures for the Evaluation of Institution in Multi-College/Multi-Unit Districts or Systems, January 2004).*

The Coast Community College District (CCCD) has, over a significant period of time, maintained a relatively collegial atmosphere with all its constituent groups operating in a decentralized model. This was an informal and undocumented process. The Accreditation Recommendations submitted in 2007 prompted the college and the district to examine the “delineation of specific district functions as distinct from those of the colleges’ functions....” At that time, the District and the college began a process to clarify and formalize the respective organizational roles, authority, and responsibilities.

In response to the observations of the evaluating team and the Commission Recommendation, the following documents were created:

- *A revised Organizational Delineation of Responsibility and Process for Decision Making (Attachment B)*
- *District Office/College Functioning Map (Attachment C)*
- *Summary of Functions (Attachment D)*
- *District Organizational Chart (Attachment E)*

These documents were vetted and will be reviewed periodically through the Chancellor’s Cabinet, the participatory governance structure for the District. (See attached committee membership and committee summaries from July 7, 2008 and October 6, 2008—Attachment F.) Additionally, each document has been communicated to and critiqued by constituent groups at the district and college levels.

The governing Board of Trustees has been informed on the progress of these ongoing discussions. They heard reports regarding our progress report at their regular meeting on November 19, 2008. They have also had under discussion the revision of the current Board Policy – 020-1-2 Duties of the Chancellor. A new policy 010-2-6.1 Delineation of Authority to District Chancellor and College Presidents has been under discussion and was finalized at their meeting on January 21, 2009.

The documents related to the delineation of responsibilities will be disseminated to all college and district constituencies via existing communication channels and organizational structures during the spring of 2009. These documents will be posted on District and College electronic bulletin boards, websites, or portal. Established District and College committees such as planning teams, advisory councils, and Academic Senates will review and discuss them. In some cases, training workshops are

expected to be conducted for the purpose of solidifying a clear understanding of respective organizational roles, authority, and responsibilities.

On January 7, 2009, the Board of Trustees announced that the Chancellor had been placed on leave and that the Vice Chancellor for Human Resources had been appointed Acting Chancellor. On January 21, 2009, the Board appointed the President of Coastline College to serve as Acting Chancellor. During this transition, the delineation of the Board's role and the role of the Chancellor may have blurred somewhat, but the business of the District still remained a top priority. To some in the District, the collegial and participatory governance process may have been impacted by these sudden transitions, thus resulting in a state of confusion and concern. The District and the colleges, however, remain committed to providing quality instruction and services despite these challenges.

The Board, District staff, college presidents, and constituent groups take the accreditation process very seriously. As evidence of this ongoing commitment to meeting the standards, the trustees have established a Board Accreditation Sub-Committee to work with District staff and the college presidents. In turn, the presidents have been working with their respective staffs to address the recommendations of the Accreditation Teams.

The challenge now is to further define and revise the various functions between the District and colleges to improve effectiveness and efficiency as well as leverage resources under the challenges of the current economic environment. The initial anxiety caused by the changes in leadership has calmed, as the Board of Trustees, Acting Chancellor, and college leaders continue to dedicate their efforts to conducting daily operations without interruption. The Acting Chancellor has already begun working with the Board to facilitate the transition, organize work on Board Committees, and engage in discussions to clarify areas of responsibilities at the Board, District, and college levels.

**GENERAL PERSONNEL POLICIES**

(Employment Principles)

50-1-17-1

Approved 11/19/07

**SEARCH AND SELECTION OF THE  
COAST COMMUNITY COLLEGE DISTRICT  
EXECUTIVE MANAGEMENT EMPLOYEES  
Effective 11/19/07**

- Chancellor -
- Vice Chancellors -
- College Presidents -

**POLICY**

This Policy is intended to comply fully and be interpreted in a manner consistent with all applicable state and federal laws and regulations, including but not limited to the Board of Governor's equal employment opportunity regulations. Further, this Policy is intended to respect all applicants who apply for a position in the Coast Community College District (CCCD), as well as the students, community members, and employees who serve on the Search and Selection Committees. The need for senior administrators hiring and staffing recommendations within the Coast Community College District is the responsibility of the District Chancellor. The CCCD culture requires that there be a process of determination of position need and ultimately a recommendation to the Board of Trustees with consultation between the Chancellor and the Board of Trustees.

The purpose of this policy is to provide a framework and hiring standard for the selection of the best people to join the Coast District family of employees, so that ultimately our students and community will be served in an exemplary way.

The Search Committee, after constituted, will prepare a job description in consultation with the Vice Chancellor of Human Resources, set minimum qualifications based on state law, and list desirable qualifications. Prior senior executive job descriptions and announcements will be made available to the Search Committee. All members of the Search Committee, before actual paper screening, will undergo training by the Human Resources Department and will receive a copy of the District's hiring policies.

## ADMINISTRATIVE PROCEDURES

### Announcement of the Position

The position shall be open for a minimum of 30 working days. The recruitment period will be extended where the applicant pool has fewer than 6 minimally qualified applicants. Announcements will state that if reference letters are included with their application packet, the letters will be used as part of the determination as to whether the applicant may receive an invitation for an interview.

Executive management employees refers to the positions of Chancellor, Vice Chancellors, and College Presidents.

### Search Committees Composition

#### CHANCELLOR

The Search Committee for the position of Chancellor is as follows:

- Two (2) community members appointed by the Board of Trustees.
- One (1) College President appointed by the Chancellor.
- Three (3) Academic Senate representatives appointed by the Senates of the three colleges
- One (1) Student Trustee or Designee
- One (1) representative of Coast Federation of Classified Employees (CFCE) appointed by CFCE
- One (1) representative of Coast Federation of Educators (CFE) appointed by CFE
- One (1) representative of Coast Community College Association/California Teachers Association (CCA/CTA) appointed by CCA/CTA
- One (1) administrative representatives appointed by Coast District Management Association (CDMA)
- One (1) Confidential employee appointed by the Confidential employees

TOTAL: 12 members

Ex-Officio: Vice Chancellor, Human Resources

The Committee shall appoint the Search Committee chair in consultation with the 12-member Search Committee.

The Search Committee shall recommend all finalists it feels are best qualified to the Selection Committee. If in the consensus of the Search Committee through the Chair in consultation with the Senior designated administrator, is that fewer than 3 candidates would be advanced to the

Selection Committee, it can recommend (a) a new search and a reopening announcement, or (b)

Attachment A

that a reopening be deferred for a period of time. The Coast Community College District is committed to achieving diverse representation in candidate pools and in Selection Committees.

The Selection Committee shall consist of the five (5) elected Trustees with the ex-officio membership of the Vice Chancellor of Human Resources.

**VICE CHANCELLOR**

The Search Committee for the position of Vice Chancellor is as follows:

- One (1) community member appointed by the Board of Trustees
- One (1) Vice Chancellor appointed by the Chancellor
- One (1) College President appointed by the Chancellor
- Three (3) Academic Senate representatives appointed by the Senates of the three colleges
- One (1) Student Trustee or Designee
- One (1) representative of Coast Federation of Classified Employees (CFCE) appointed by CFCE
- One (1) representative of Coast Federation of Educators (CFE) appointed by CFE
- One (1) representative of Coast Community College Association/California Teachers Association (CCA/CTA) appointed by CCA/CTA
- One (1) administrative representative appointed by Coast District Management Association (CDMA)
- One (1) Confidential employee appointed by the Confidential employees

TOTAL: 12 members

Ex-Officio: Vice Chancellor, Human Resources, or other Chancellor designate (if position is Vice Chancellor of Human Resources)

The Committee members shall appoint the Search Committee chair in consultation with the 12-member Search Committee.

The Search Committee shall recommend all finalists it feels are best qualified to the Selection Committee. If in the consensus of the Search Committee through the Chair in consultation with the senior designated administrator, is that fewer than 3 candidates would be advanced to the Selection Committee, it can recommend (a) a new search and a reopening announcement, or (b) that a reopening be deferred for a period of time. The Coast Community College District is committed to achieving diverse representation in candidate pools and in Selection Committees.

The Selection Committee shall consist of the five (5) elected Trustees, the Chancellor and the ex-officio Vice Chancellor or designate.

**PRESIDENT**

The Search Committee for the position of College President is as follows:

- One (1) community member appointed by the Board of Trustees
- \*One (1) representative from the college filling the position, appointed by the sitting college President
- One (1) College President appointed by the Chancellor
- Three (3) Academic Senate representatives from the college filling the position, appointed by the Senate
- One (1) Student Trustee or Designee
- One (1) representative of Coast Federation of Classified Employees (CFCE) from the college filling the position, appointed by CFCE
- One (1) representative of Coast Federation of Educators (CFE) from the college filling the position, appointed by CFE
- One (1) representative of Coast Community College Association/California Teachers Association (CCA/CTA) from the college filling the position, appointed by CCA/CTA
- Two (2) administrative representatives appointed by the Coast District Management Association (CDMA) of the College Unit

TOTAL: 12 members

Ex-Officio: Vice Chancellor, Human Resources

\*In special circumstances, the Chancellor shall appoint this representative. Special circumstances may refer to cases where a College President's contract is not renewed or the College President is about to leave under fewer than favorable conditions.

The Committee members shall select the Search Committee chair in consultation with the 12-member Search Committee after appointment and naming of the 12 members of the Search Committee.

The Search Committee shall recommend the all finalists it feels are best qualified for the position to the Selection Committee. If in the consensus of the Search Committee through the Chair in consultation with the senior designated administrator, is that fewer than 3 candidates would be advanced to the Selection Committee, it can recommend (a) a new search and a reopening announcement, or (b) that a reopening be deferred for a period of time. The Coast Community College District is committed to achieving diverse representation in candidate pools and in Selection Committees.

The Selection Committee shall consist of the five (5) elected Trustees, the Chancellor and the ex-officio Vice Chancellor of Human Resources.

## Attachment A

### **Responsibilities**

The Chancellor is responsible for:

1. After seeking input from the members of Chancellor's Cabinet, determining position needs and making such determinations as recommendations to the Board of Trustees.
2. Supporting the pursuit of diversity throughout the entire Search and Selection processes.
3. Articulating the District's needs regarding the position to the Search and Selection Committee Members.
4. Assisting the Search Committee in the creation of the position announcement for all positions except Chancellor.
5. Ensuring the integrity of the procedures established by this Policy.

The Vice Chancellor for Human Resources is responsible for:

1. Developing Search and Selection procedures that support this Policy.
2. Providing training to all members of Search and Selection Committees to ensure that the activities of the committees comply with applicable state and federal laws and regulations, this Policy, and the Human Resources search and selection procedures developed to support this Policy. This training will include providing each member of the Search and Selection Committees with a written copy of the District Executive Management Hiring Policy and the Human Resources Search and Selection procedures.
3. Supporting the Coast District's pursuit of diversity in the hiring of employees.
4. Facilitating the implementation of the procedures established by this policy, including being a resource to the Search and Selection Committees when requested to do so by a committee or committee member.
5. Ensuring that only applications that are received by the closing date of the position are forwarded to the Search Committee.
6. Coordinating the recruitment/advertising campaign for the position.
7. Providing logistical and clerical support as needed to the Search and Selection Committees.
8. Reviewing the paper-screening criteria and interview questions for the Search Committee, and the interview questions for the Selection Committee to ensure compliance with local, state, and federal laws.
9. Coordinating the reference-checking phase of the Selection process.

The Search Committee members are responsible for:

1. In consultation with the Chancellor, creating the recommended position announcement/job announcement. The creation of the position announcement/job description will include the determination of the minimum and desired qualifications for the position. For the position of Chancellor, the position announcement/job description will be created in consultation with the Board of Trustees.

## Attachment A

2. Supporting the pursuit of diversity throughout the Search process.
3. Selecting the Chair of the committee.
4. In consultation with the Vice Chancellor for Human Resources, determining the calendar plan for the steps in the search process, including the days and times of all committee meetings and an interview schedule that is sensitive to the needs of applicants and meets the needs of every member of the Selection Committee.
5. Reviewing all applications to determine the minimum qualifications for the position have been met.
6. Determining paper-screening criteria based upon the position's required and desired criteria as stated in the position announcement and paper-screening each application that meets the minimum qualifications for the position. Applications that do not meet the minimum qualifications as stated in the position announcement shall not be considered by the Search Committee.
7. Determining which applicants will be invited to an interview based upon the accumulated results of the paper-screening process.
8. Determining interviewing criteria.
9. Interviewing each interviewed applicant equivalently, respectfully, and conscientiously.
10. Discussing the relative strengths and weaknesses of the applicants interviewed. Professional experience by individual committee members with applicants shall be shared by committee members as a part of this discussion.
11. Recommending the most highly qualified applicants to the Selection Committee. If the Search Committee is unable to recommend a minimum of three (3) applicants to the Selection Committee, the position will be reopened for additional applicants.
12. Excusing committee members for the remainder of the process if they are unable to attend every meeting and interview.
13. Respecting the confidentiality of the Search process.

The Chair of the Search Committee is responsible for:

1. Setting agendas and conducting all meetings of the committee.
2. Representing the Search Committee to the Vice Chancellor for Human Resources, the Chancellor, and the Board of Trustees.
3. Serving as the Search Committee's representative to the Selection Committee.

The Selection Committee members are responsible for:

1. Respecting the work of the Search Committee by interviewing every applicant forwarded by the Search Committee for their consideration.
2. Supporting the pursuit of diversity during the Selection process.
3. Creating interview questions for the finalist applicants.

## Attachment A

4. Developing an interview schedule that is sensitive to the needs of applicants and meets the needs of every member of the Selection Committee.
5. Interviewing all applicants equally, respectfully, and conscientiously.
6. Recognizing that the Search Committee did not have access to any reference checking information provided to the Selection Committee.
7. Respecting the confidentiality of the Selection process.
8. Selecting the candidate who best fulfills the requirements of the position.

# **COAST COMMUNITY COLLEGE DISTRICT ORGANIZATIONAL DELINEATION OF RESPONSIBILITY**

## **FUNCTIONAL ORGANIZATION**

The Coast Community College District is comprised of the District Office and three separately accredited colleges: Orange Coast College, Golden West College, and Coastline College. As an organizational structure, the goal, purpose and function of the district office is to maintain each institution's integrity and to facilitate college operations so that their needs are met and stability of each system is assured. Each college develops autonomous and individualized processes to meet state and accreditation standards. The centralized functions assist to maintain communication between the district office and the individual colleges thereby increasing accountability and promoting efficient operations. The implementation of these processes and recommendations are reviewed through the Chancellor's Cabinet, a district-wide collegial consultation process.

### **I. Coast Community College District Administrative Organization**

- Board of Trustees
- Chancellor
- Vice Chancellor of Administrative Services
- Vice Chancellor of Human Resources
- Associate Vice Chancellor of Educational Services
- President of Orange Coast College
- President of Golden West College
- President of Coastline College

### **II. College Administrative Teams**

- College President
- Vice President, Administrative Services
- Vice President, Instructional Services
- Vice President, Student Services
- Various Deans/Directors administrators complete the campus functions

### **III. District Administrative Teams**

- Chancellor's Cabinet
- President's Council
- District Administrative Management

## IV. Joint District, Committee and College Functions

- Policy development and administrative oversight
- Operational responsibility
- Instructional and student services
- Human Resources
- Fiscal affairs
- Information Technology
- Health & Safety
- Facilities maintenance and capital construction
- Bond Management
- Benefits Advisory Committee
- Enrollment Management Committee

### DISTRICT ADMINISTRATIVE ORGANIZATION

**Board of Trustees:** Hereafter referred to as the “governing board”, is a five-member, elected at large board of trustees and a student board member. The board is responsible for adopting policies and administrative regulations that govern the activities and the conduct of business of the district and its colleges. The role of the governing board is to establish policies and procedure in keeping with the minimum standards established by the Board of Governors of the California Community Colleges, the California Education Code, and Title V Regulations. Existing policies and procedures appear in the *Coast Community College District Board Policy Manual*.

Operating under the rules of the Brown Act, the governing board conducts policy development and administrative oversight of the district through (1) public board meetings, and (2) the delegation of operational responsibility to the chancellor. Through their delegation of administrative authority, the governing board holds the chancellor accountable for the administration of educational programs and the conduct of district business (Board Policy 020-1-2). The governing board supports district personnel in the completion of their duties and insures that they have the requisite responsibility, adequate resources, and necessary authority to perform their assigned work tasks effectively.

As a multi-college district, the **Chancellor**, serving as the governing board’s chief executive officer is the district’s chief administrator. With broad discretionary powers, the chancellor reports directly to the governing board and is responsible for overall operations of the district including all programs and services involving educational development, student learning, human resources, facilities planning, business services and fiscal affairs (Board Policy 020-1-2 & 040-1-1.1). The chancellor is responsible for providing policy recommendations to the governing board, for establishing and maintaining an effective and efficient district organization, for educational leadership to the colleges, and for supporting district policies with state and local constituencies

The **Vice Chancellor of Administrative Services** reports directly to the chancellor and is the Chief Financial Officer for the District. The vice chancellor provides leadership and accountability for fiscal

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management, business services, annual audits, legal and risk management, information technology systems, health and safety concerns, the coordination of federal and state reporting for fiscal and facility operations, and overseeing the construction projects funded by the recent general obligation bond issue. The vice chancellor works with constituent committees in the review and development of district policies and administrative procedures and serves as a member of the President's Council and the Chancellor's Cabinet executive team.

The **Vice Chancellor of Human Resources** reports directly to the chancellor and is the Chief Personnel Officer for the District. The vice chancellor provides leadership and accountability for the human resources functions including the development of personnel policies, acting as chief labor negotiator, providing contract administration for collective bargaining agreements, coordinating hiring procedures, worker's compensation, fringe benefits, maintaining employee records and to coordinate the federal and state reporting for personnel services. The vice chancellor advises the chancellor in the determination for staffing, participates in the development of district policies and administrative procedures and serves as a member of the President's Council and Chancellor's Cabinet executive team.

The **Associate Vice Chancellor of Educational Services** reporting directly to the chancellor, provides leadership and accountability for instructional and student services functions, provides oversight for the district's research office, maintains and prepares curricular materials and reports to the State Chancellor's Office, develops the district master plan, coordinates the federal and state reporting for instruction and student services, and provides administrative oversight for international education and grants. The vice chancellor works with constituent committees in the review and development of district policies and administrative procedures and serves as a member of the President's Council and the Chancellor's Cabinet executive team.

The three **College Presidents** report directly to the chancellor and serve as members of the President's Council, the district's primary executive team and as participatory members to the Chancellor's Cabinet. The Chancellor has delegated certain powers and duties to the College Presidents (Board Policy 010-2-6.1). In turn, each President provides leadership and advocacy for his/her campus at both the local and district level and is responsible and accountable for the institution's programs, services and operations. The president is responsible to both the chancellor and to the governing board to insure the appropriate implementation of district policies. Additionally, the college president represents his/her college in the communities served by the college. Each president is responsible for maintaining effective communication among faculty, students, staff and administration, and working with constituent committees in the review of current district policies and administrative procedures.

### DIVISION OF RESPONSIBILITY

The governing board delegates district operational responsibility to the Chancellor (Board Policy 020-1-1). While holding the college presidents responsible, the chancellor may delegate authority and responsibility for specific functions to each college president. In a decentralized college district, and with the guiding principle that supports and maintains the philosophy of college autonomy, this district is basically structured in such a way that the colleges have primary authority over educational programs

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and student services functions while the district office has centralized certain functions related to human resources, fiscal and budgetary oversight, construction and capital outlay, and technological support.

The relationships are symbiotic as opposed to duplicative. The goal is to provide communication and support collaboration between the local college level and the district office. The colleges have broad oversight of institutional responsibilities while the district office primarily ensures compliance with applicable statute and regulatory parameters.

### CHANCELLOR'S CABINET

The Chancellor's Cabinet is the primary participatory governance structure for the District. Composed of representative units responsible to the administration, faculty, staff and students, the Chancellor's Cabinet reviews all amendments, revisions and/or new proposed policies and procedures intended for Board action. These amendments and/or creations may be originated by District-wide Committees, College Planning Committees, the Academic Senates, Associated Student Organizations, and/or other recognized groups working under the direction of the Chancellor. Amendments or changes to policies and procedures, or new policies and procedures forwarded to the Chancellor are then sent to the Chancellor's Cabinet for review and consideration. This district committee serves as a clearing house prior to recommended Board of Trustee action.

### COLLECTIVE BARGAINING AGREEMENTS

All collective bargaining agreements are arrived at through negotiations with each respective employee group and are governed by Legislative and labor statutes and memoranda of agreements. Once arrived at, these agreements are taken to the Board of Trustees for action and approval.

Revised 1/28/09

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**COAST COMMUNITY COLLEGE DISTRICT  
DISTRICT OFFICE/COLLEGE FUNCTIONING MAP**

<b>Function</b>	<b>Service Provider</b>	<b>Administrative Responsibility/Functional Implementation</b>
<b>Admissions &amp; Records, Assessment, Matriculation and Registration</b>		
<i>Decentralized with District support</i>	District Office	Associate Vice Chancellor, Educational Services
	Orange Coast College	Vice President, Student Services/ Admin Dean, Enrollment Services
	Golden West College	Vice President, Student Services/Administrative Director, Student Support Services
	Coastline College	Vice President, Student Services/Director of Admissions & Records
<b>Athletics</b>		
<i>Decentralized</i>	Orange Coast College	Vice President, Instruction/Dean, Physical Education & Athletics
	Golden West College	Vice President, Instruction/Dean, Physical Education & Athletics
	Coastline College	NA
<b>Auxiliary Services</b>		
<i>Decentralized</i>		
- Bookstore	Orange Coast College	Vice President, Student Services/Bookstore Operations
	Golden West College	Vice President, Administrative Services/Director, Bookstore
	Coastline College	Vice President, Administrative Services/Director, College Bookstore
- Food Services	Orange Coast College	Vice President, Instruction/Dean, Consumer, Health Sci & Career Ed
	Golden West College	Vice President, Administrative Services/Food Services-Outsourced
	Coastline College	NA
- Associated Students	Orange Coast College	Vice President, Student Services/Dean Student Services
	Golden West College	Vice President, Student Services/Director Student Activities-ASGWC
	Coastline College	Vice President, Student Services/Advisor, Student Advisory Council
<b>Campus Safety &amp; Security</b>		
<i>Decentralized</i>	Orange Coast College	Vice President, Administrative Services/Security Coordinator
	Golden West College	Vice President, Administrative Services/Security Coord, Public Safety
	Coastline College	Vice President, Administrative Services/Director, Maintenance & Oper
<b>Catalog/Schedule Development</b>		
<i>Decentralized with District support</i>	District Office	Associate Vice Chancellor, Educational Services
	Orange Coast College	Vice President, Instruction
	Golden West College	Vice President, Instruction
	Coastline College	Vice President, Instruction

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<b>Child Development Centers</b>		
<i>Decentralized</i>	Orange Coast College Golden West College Coastline College	Vice President, Instruction/Dean, Consumer and Health Sciences Vice President, Administrative Services/Contracted Out Vice President, Instruction/Dean, Costa Mesa Center
<b>Curriculum Development</b>		
<i>Decentralized with coordination through the District to the Board of Trustees</i>	District Office Orange Coast College Golden West College Coastline College	Associate Vice Chancellor, Educational Services Vice President, Instruction/College Academic Senate Vice President, Instruction/College Academic Senate Vice President, Instruction/College Academic Senate
<b>DSPS (Disabled Students Program &amp; Services)</b>		
<i>Decentralized with District support</i>	Orange Coast College Golden West College Coastline College	Vice President, Instruction/Dean, Counseling & DSPS Vice President, Student Services/Supervisor, Accessibility Center for Edu Vice President, Student Services/Dean, Counseling & Special Programs for the Disabled
<b>Environmental Health &amp; Safety and Transportation</b>		
<i>Centralized</i>	District Office	Vice Chancellor, Administrative Services/District EHS & Transportation Manager
<b>EOPS (Extended Opportunities Program &amp; Services)</b>		
<i>Decentralized with District support</i>	Orange Coast College Golden West College Coastline College	Vice President, Student Services/Director, EOPS Vice President, Student Services, Faculty Reassignment Vice President, Student Services/Director, Financial Aid & EOPS
<b>Facilities</b>		
<i>Centralized with input from the colleges</i>		
- Measure C Programming Facilities Master Planning Project Prioritization Funding & Expenditure	District Office	Vice Chancellor, Administrative Services/Director, Facilities & Planning
- Facilities & Planning Unit Primary Contact with State Agencies Contracts & Purchase Orders Scheduled Maintenance	District Office	Vice Chancellor, Administrative Services/Director, Facilities & Planning
<i>Decentralized with District support</i>		
- Daily Operations, Architectural, Engineering, & Construction Management	Orange Coast College Golden West College Coastline College	Vice President, Administrative Services/Manager, Facilities Construction Vice President, Administrative Services/Manager, Construction Facilities Vice President, Administrative Services/Director, Maintenance and Operations

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<b>Financial Aid</b>		
<i>Decentralized with District support</i>		
	District Office	Vice Chancellor, Administrative Services
	Orange Coast College	Vice President, Student Services/Director, Financial Aid
	Golden West College	Vice President, Student Services/Director, Financial Aid
	Coastline College	Vice President, Student Services/Director Financial Aid & EOPS
<b>Fiscal Affairs</b>		
<i>Centralized with input from Colleges</i>		
- Accounting	District Office	Vice Chancellor, Administrative Services/Admin Director, Fiscal Affairs
	Orange Coast College	Vice President, Administrative Services/Director, Fiscal Services
	Golden West College	Vice President, Administrative Services/Director, Fiscal Services
	Coastline College	Vice President, Administrative Services/Director, Fiscal Services
- Budget	District Office	Vice Chancellor, Administrative Services/Admin Director, Fiscal Affairs
	Orange Coast College	Vice President, Administrative Services/Director, Campus Budget & Financial Operations
	Golden West College	Vice President, Administrative Services/Director, Personnel Services
	Coastline College	Vice President, Administrative Services/Director, Fiscal Services
- Payroll Systems	District Office	Vice Chancellor, Administrative Services/Admin Director, Fiscal Affairs
	Orange Coast College	Vice President, Administrative Services/Director, Campus Budget & Financial Operations
	Golden West College	Vice President, Administrative Services/Director, Fiscal Services
	Coastline College	Vice President, Administrative Services/Director, Fiscal Services
- Purchasing	District Office	Vice Chancellor, Administrative Services/Admin Director, Fiscal Affairs
	Orange Coast College	Vice President, Administrative Services/Director, Campus Budget & Financial Operations
	Golden West College	Vice President, Administrative Services/Director, Fiscal Services
	Coastline College	Vice President, Administrative Services/Director, Fiscal Services
<b>Foundation</b>		
<i>Decentralized</i>		
	District Office	Chancellor, Secretary to the Foundation Board
	Orange Coast College	President/Director, Foundation
	Golden West College	President/Director, College Foundation & Community Relations
	Coastline College	President/Executive Director, College Foundation
<b>Grant Development and Operation</b>		
<i>Centralized with input from Colleges</i>		
- Federal & State (VTEA, Tech Prep, SB 70)	District Office	Associate Vice Chancellor, Educational Services/Coordinator, Educational & Grant Services
<i>Decentralized</i>		
		Individual College Grants

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Human Resources		
<p><i>Centralized with input from Colleges</i></p> <ul style="list-style-type: none"> <li>- Collective Bargaining</li> <li>- Contract Administration/Labor Relations</li> <li>- Direct Benefits, Recruitment</li> <li>- Federal &amp; State Reporting</li> <li>- District Records</li> <li>- Hiring Process</li> </ul>	<p>District Office</p>	<p>Vice Chancellor, Human Resources/College Presidents</p>
<hr/>		
<p><i>Decentralized</i></p> <ul style="list-style-type: none"> <li>- Campus Personnel Activities</li> <li>- Position Requests &amp; Descriptions</li> <li>- Interview &amp; Orientation</li> <li>- Benefits and Payroll</li> </ul>	<p>Orange Coast College Golden West College Coastline College</p>	<p>Vice President, Administrative Services/Director, Personnel Services Vice President, Administrative Services/Director, Personnel Services Vice President, Administrative Services/Director, Personnel Services</p>
Information Services		
<p><i>Centralized with services and support coordinated with Colleges</i></p> <ul style="list-style-type: none"> <li>- System Application &amp; Development</li> <li>- System Implementation</li> <li>- MIS Implementation &amp; Reporting</li> <li>- Telecommunication Services</li> <li>- Internet/Email Services</li> <li>- System/Technical Support</li> <li>- Network Management</li> </ul>	<p>District Office</p>	<p>Vice Chancellor, Administrative Services/Admin Director, District Information Services</p>
<hr/>		
<p><i>Decentralized with support from the District</i></p> <ul style="list-style-type: none"> <li>- Administrative Computing Services/ Desktop Computing Support</li> <li>- Network Maintenance</li> <li>- Media Services</li> <li>- Instructional Computing</li> <li>- Web Development</li> <li>- Classroom/Lab Computer Maintenance</li> <li>- Online Instructional Services</li> </ul>	<p>Orange Coast College Golden West College Coastline College Orange Coast College Golden West College Coastline College Coastline College</p>	<p>Vice President, Administrative Services/Director, Administration Computing Services Vice President, Administrative Services/ Technology Support Services Vice President, Administrative Services/Director, Computer Services Vice President, Instruction/Directors, Web Services &amp; Instructional Computing Services Vice President, Instruction/Director of Online Instruction Vice President, Administrative Services Vice President, Instruction/Dean, Distance Learning and/or Administrative Dean of Instructional Systems Development</p>

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<b>Internal Audit</b>		
<i>Centralized</i>	District Office	Chancellor/Director, Internal Audit Services
<b>Library/Learning Resources</b>		
<i>Decentralized</i>	Orange Coast College	Vice President, Instruction/Dean, Library & Instructional Research
	Golden West College	Vice President, Instruction/Dean, Learning Resources & Distance Ed
	Coastline College	Vice President, Instruction/Dean, Learning Resources & Distance Learning
<b>Maintenance &amp; Operations (Physical Plant)</b>		
<i>Decentralized</i>	Orange Coast College	Vice President, Administrative Services/Director, Maintenance & Oper
	Golden West College	Vice President, Administrative Services/Director, Maintenance & Oper
	Coastline College	Vice President, Administrative Services/Director, Maintenance & Oper
<b>Physical Plant</b>		
<i>Centralized with local College application</i>	District Office	Vice Chancellor, Administrative Services/Director, Facilities & Planning
	Orange Coast College	
	Golden West College	
	Coastline College	
<b>Program Development</b>		
<i>Decentralized with support and approval through the District</i>	District Office	Associate Vice Chancellor, Educational Services/Coordinator, Educational Services & Grants
- Curriculum, Program Development & Program Review	Orange Coast College	Vice President, Instruction/College Academic Senate
	Golden West College	Vice President, Instruction/College Academic Senate
	Coastline College	Vice President, Instruction/College Academic Senate
- Telecourse Production	Coastline College	President/Administrative Dean, Instructional Systems Development
- Contract Education	Coastline College	Vice President, Instruction/Dean Military/Contract Education Program
	Orange Coast College	Vice President, Instruction/Dean of Instructional Programs
<b>Public Affairs</b>		
<i>Centralized</i>		
- Chief/District Information Office	District Office	Chancellor/District Director, Marketing & Public Affairs
- Citizen's Oversight Committee		
- District Student Council		
- Government Relations		
- Graphics & Publications		
- Marketing		
- Programming (Bond) Team Member		
- Public Information		

Attachment C

<b>Public Affairs (cont.)</b>		
<i>Decentralized</i>	Orange Coast College	President/Director, Marketing & Community Relations
- Community Relations	Golden West College	President/Supervisor, College Promotions & Director, Foundation & Community Relations
College Information Office		
Media Relations/Press Releases	Coastline College	President/Director of Marketing & Public Relations
Web Site Maintenance		
- College Publications		
Brochure Development		
Catalog/Schedule Publication		
<b>Research</b>		
<i>Decentralized with District support</i>	District Office	Vice Chancellor, Administrative Services/Research Systems & Analysis
- Institutional Research	Orange Coast College	Vice President, Instruction/Dean, Library & Institutional Research
	Golden West College	President/Associate Dean, Institutional Research & Planning
	Coastline College	President/Supervisor of Research
<i>Centralized</i>	District Office	Associate Vice Chancellor, Educational Services/Research Systems Analyst
- MIS Data: State Reporting		
- IPEDS: Federal Reporting		
<b>Risk Services</b>		
<i>Centralized</i>	District Office	Vice Chancellor, Administrative Services/Manager, Risk Services
<b>Student Learning Outcomes &amp; Assessment</b>		
<i>Decentralized</i>	Orange Coast College	Vice President, Instruction/College Academic Senate
	Golden West College	Vice President, Instruction/College Academic Senate
	Coastline College	Vice President, Instruction/College Academic Senate
<b>Student Health Services</b>		
<i>Decentralized</i>	Orange Coast College	Vice President, Student Services/Director Student Health Services
	Golden West College	Vice President, Student Services/Associate Dean, Student Health Serv
	Coastline College	Site Specific

Note: Decentralized with coordination from the District Office indicates the function is carried out at the campus/college level. The coordination at the District Office typically involves federal and state reporting, budgeting, Board of Trustee actions, and/or addressing legal issues.

Attachment D

**SUMMARY OF FUNCTIONS**

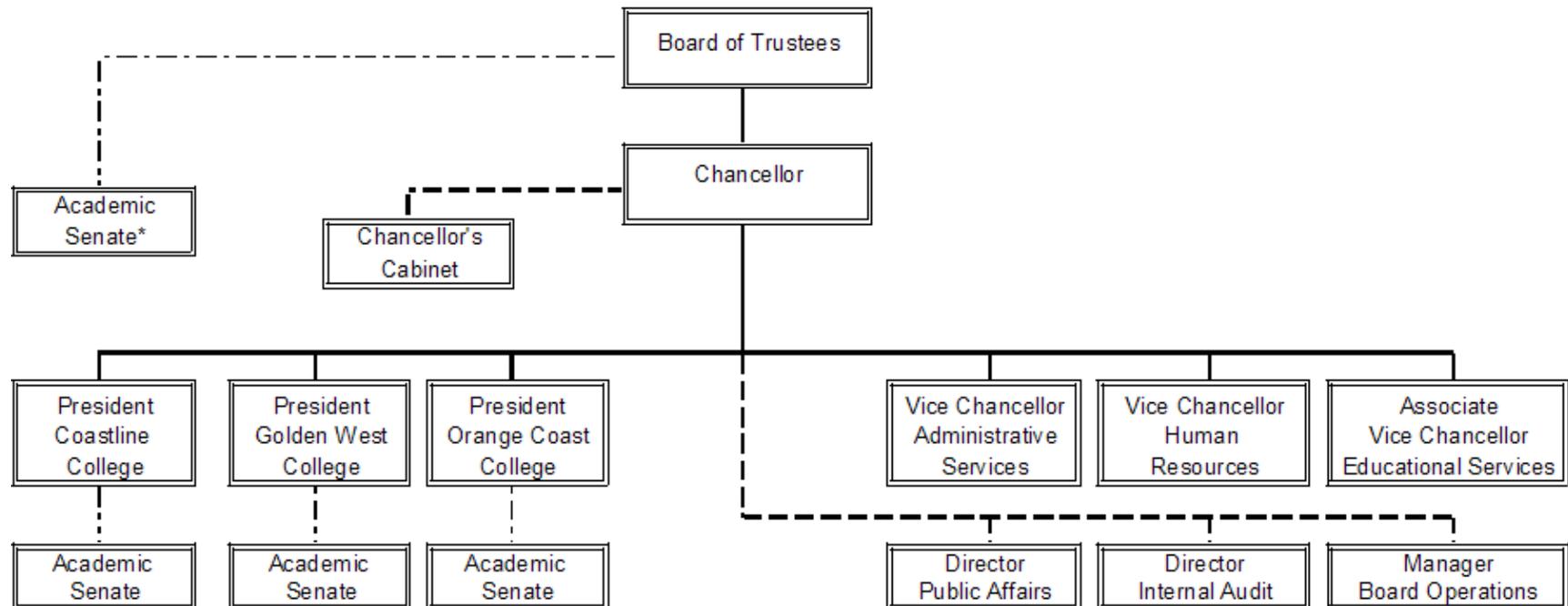
**Centralized Functions/District Responsibility**

- ✓ Environmental Health & Safety and Transportation
- ✓ Facilities
  - Facilities Master Plan -Measure C
  - Facilities & Planning Unit
  - Primary Contact with State Agencies
  - Contracts & Purchase Orders
  - Scheduled Maintenance
- ✓ Fiscal Affairs
  - Accounting
  - Budget
  - Payroll Systems
  - Purchasing
- ✓ Grant Development & Operation
  - Federal & State (VTEA, SB 70)
- ✓ Human Resources
  - Collective Bargaining
  - Contract Administration/Labor Relations
  - Direct Benefits, Recruitment
  - Federal & State Reporting
  - District Records
  - Hiring Process
- ✓ Information Services
  - System Applications & Development
  - MIS Implementation & Reporting
  - Telecommunications Services
  - Internet/Email Services
  - System/Technical Support
  - Network Management
- ✓ Internal Audit
- ✓ Public Affairs & Community Relations
  - Chief/District Information Office, Public Affairs
  - District Student Council
  - Government Relations
  - Graphics & Publications
  - Citizen's Oversight Committee
  - Marketing
- ✓ Physical Plant
- ✓ Research & Reporting
  - MIS
  - IPEDS
- ✓ Risk Services

**Decentralized Functions/College Responsibility**

- ✓ Admissions & Records, Assessment, Matriculation and Registration
- ✓ Athletics
- ✓ Auxiliary Services
  - Bookstore
  - Food Services
  - Associated Students
- ✓ Campus Safety & Security
- ✓ Catalog/Schedule Development
- ✓ Child Development Centers
- ✓ Curriculum Development
- ✓ DSPS
- ✓ EOPS
- ✓ Facilities
  - Architectural, Engineering & Construction Management
  - Daily Operation
- ✓ Financial Aid
- ✓ Foundation
- ✓ Human Resources
  - Campus Personnel Activities
  - Position Requests & Analysis
  - Interview & Orientation
  - Benefits & Payroll Implementation
- ✓ Information Services
  - Administrative Computing Services
  - Network Maintenance
  - Desktop Computing Support
  - Media Services
  - Instructional Computing Services
  - Classroom/Lab Computer Maintenance
  - Online Instructional Services
- ✓ Library/Learning Resources
- ✓ Maintenance & operations
- ✓ Public Affairs & Community Relations
  - Community Relations
  - Brochure Development
  - College Publications
  - Web Site Maintenance
- ✓ Program Development
  - Course & Program Development
  - Program Review
  - Telecourse Production
  - Contract Education
- ✓ Research (Institutional)
- ✓ Student Learning Outcomes
- ✓ Student Health Services
- ✓ Public Safety

## COAST COMMUNITY COLLEGE DISTRICT Functional Organization



A solid line indicates an administrative decision-making line of authority and accountability. A dashed line represents governance and/or an operational line for consultation, advice, and/or recommendation. The primary CCCD participatory governance entity is the Chancellor's Cabinet.

Chancellor's Cabinet: Participatory Governance

- Academic Senates
- District Administration
- College Presidents
- Coast District Management Association
- Coast Federation of Educators
- Coast Federation of Classified Employees
- Coast Community College Association

\* For advice on policy development involving "rely primarily" on academic and professional matters.

## CHANCELLOR'S CABINET

<u>MEMBER NAME</u>	<u>MEMBER REPRESENTATION</u>
Eduardo Arismendi-Pardi	Academic Senate President, OCC
Joyce Black	Interim Associate Vice Chancellor, Educational Affairs
C.M. Brahmhatt	Vice Chancellor, Administrative Services
Wes Bryan	President, GWC
Ding-Jo Currie	President, CCC
Bob Dees	President, OCC
Richard Kudlik	Director, Internal Audit
Dean Mancina	President, Coast Federation of Educators
Michael Mandelkern	President, Coast District Management Association
Ann Nicholson	President, Coast Federation of Classified Employees
Martha Parham	District Director, Public Affairs, Marketing & Government Relations
Barbara Price	President, Coast Community College Association/CTA-NEA
Joe Quarles	Vice Chancellor, Human Resources
Diane Restelli	Academic Senate President, GWC
Cheryl Stewart	Academic Senate President, CCC
Christian Teeter	Manager, Board Operations/Assistant to the Chancellor
Ken Yglesias	Chancellor

### Committee Representation includes:

- Chancellor (1)
- Vice Chancellors (2)
- Associate Vice Chancellor (1)
- College Presidents (3)
- District Director, Public Affairs, Marketing & Governance Relations (1)
- District Director, Internal Audit (1)
- Academic Senate Presidents (3)
- Union Presidents (3)
- CDMA Management Group (1)
- Manager, Board Operations/Asst to Chancellor (1)

**COAST COMMUNITY COLLEGE DISTRICT**  
**Chancellor's Cabinet Summary**  
**July 7, 2008**

**1. CALL TO ORDER**

Vice Chancellor C.M. Brahmbhatt called the meeting to order at 8:34 a.m. in the Fourth Floor Conference Room at Coastline Community College, College Center, and informed that Chancellor Yglesias was absent due to illness. Mr. Brahmbhatt introduced two new academic senate presidents: Diane Restelli from Golden West College and Eduardo Arismendi-Pardi from Orange Coast College. He provided an overview of the meeting format, which consists of reports on academic issues and a review of the draft agenda for the upcoming Board of Trustees' meeting. Dr. Restelli advised that she is a nursing professor at GWC and Dr. Arismendi-Pardi announced that he is a professor of mathematics at OCC. Cabinet members introduced themselves and welcomed Drs. Restelli and Arismendi-Pardi.

Cabinet members present were:

Eduardo Arismendi-Pardi, Academic Senate President, Orange Coast College  
Joyce Black, Interim Vice Chancellor, Educational Services  
C.M. Brahmbhatt, Vice Chancellor, Administrative Services  
Ding-Jo Currie, President, Coastline Community College  
Lynn Dahnke, President, Coast District Management Association  
Dean Mancina, President, Coast Federation of Educators  
Ann Nicholson, President, Coast Federation of Classified Employees  
Diane Restelli, Academic Senate President, Golden West College  
Cheryl Stewart, Academic Senate President, Coastline Community College  
Christian Teeter, Manager, Board Operations/Assistant to the Chancellor

Also in attendance was:

Nancy Sprague, Executive Assistant to the Chancellor

**2. OLD BUSINESS**

**Joyce Black** distributed a copy of the District Office/College Functioning Map and asked cabinet members to provide feedback within the next week about inaccuracies, omissions or typographical errors. The Functioning Map reflects the delineation of function as it actually exists at Coast and presents the information in a more concrete fashion than the philosophical statement that was provided during the previous accreditation process. The map will be brought back to Chancellor's Cabinet before being presented to the Board of Trustees.

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**Ding-Jo Currie** reported that Coastline received a letter last week from the Accrediting Commission in which they accepted Coastline's March 2008 progress report and want to visit the college again in March 2009. Dr. Currie thanked the entire team at Coastline for the institutional progress that has been made since the previous accreditation review six years ago. She noted that, due to 2002 budget cuts, a comprehensive, long-term staffing plan had not yet been developed; however, Dr. Currie expects a very satisfactory progress report by March of next year.

**Eduardo Arismendi-Pardi** announced his intent to start a Means and Ethics Committee, noting the importance of making sure that processes are transparent and adhere to academic freedom through utilization of a check and balance system. He will consider a structure for the committee while reflecting on key individuals to serve who are representative of the college community. ■ Dr. Arismendi-Pardi also indicated his desire to have an organizational structure for the senate that would allow him to delegate as much as possible in order for him to serve the educational faculty, per Ed Code.

**Ann Nicholson** advised that the Coast Federation of Classified Employees have accepted a tentative agreement on Article 14, Hours and Overtime. The union staff is looking forward to a new year.

**Dean Mancina** informed that members of the Coast Federation of Educators are considering a contract rollover proposal that had been tentatively agreed to in June; responses must be postmarked today.

**Christian Teeter** encouraged cabinet members to attend an executive-level training session at 3:30 p.m. on July 15 in the District Office Training Conference Room (Conference Room H, or B-200-07) to learn about a new browser-based agenda-building tool known as BoardDocs. The Board Office is transitioning from its current agenda management process to an on-line, paperless environment, which will result in a significant reduction in the quantity of agendas that are printed. Members of Chancellor's Cabinet will continue to receive a hard copy of the agenda. Separate training will be held for those who submit agenda items as it is anticipated that BoardDocs will be used to create the August 6, 2008 Board of Trustees' agenda. Mr. Teeter noted that the agendas created with BoardDocs may have a slightly different appearance than the current agendas and that there may be some initial glitches with the new technology. However, Mr. Teeter offered the guidance, leadership and support of the Board team to assist with the transition and welcomed feedback as the process gets underway.

**Cheryl Stewart** shared her experience last week while attending the American Library Association (ALA) Annual Conference held at the Anaheim Convention Center. She volunteered to work on Virtual Library Day on the Hill, which offered a method of communicating directly with legislators through a computer program, which was quite

## Attachment F

fascinating. ■ Faculty members will meet today to volunteer their time to work on a faculty handbook, which has not been updated in several years.

**Lynn Dahnke** stated that Michael Mandelkern will replace her as President of the Coast District Management Association (CDMA). However, due to calendar conflicts, Ms. Dahnke will represent the CDMA at the Chancellor's Cabinet meetings until August. Ms. Dahnke offered insight into the level of commitment that is assumed by officers of the CDMA, citing that the position of Vice President (held by Vince Rodriguez) will be a two-year commitment, followed by two-years as President and then two-years as Immediate Past President. Working together as a unit, she, President Mandelkern and Vice President Rodriguez will strive to keep members informed. Although the CDMA is not a bargaining unit, Ms. Dahnke appealed to bargaining unit representatives and academic senate presidents to keep the CDMA Board informed about appropriate items. She stated that it is helpful to know what is happening at the District and campuses, noting that information sometimes does not filter down to those below the dean level, who frequently have a great deal of contact with students.

**C.M. Brahmhatt** announced that it has been one month since staff has moved into the new District administrative office. Demolition of the modular buildings has begun and the old site should be cleared within the next two weeks. As of October, full parking capacity for the new building will be available. Until then, Mr. Brahmhatt asked for patience with the limited parking spaces. ■ Bid responses are due this week for the four acres of land that housed the former District office site. To date, 16 packets have been distributed and they will be presented to the Board of Trustees during the July 16, 2008 Board meeting. ■ California state legislators failed to adopt a budget before the June 30 deadline. There is some hope that legislators will act before the summer recess. Mr. Brahmhatt advised that we are in a critical period due to a lot of budget unknowns, citing the new lottery and property taxes as two examples. However, the District is operating under the tentative budget approved by the Board of Trustees and allocations have been made for each of the colleges. ■ In response to inquiries from cabinet members about the implications of not having an adopted state budget, Mr. Brahmhatt informed that all state agencies, including community colleges, will not receive payments. A significant component is that the state made a late announcement that there will not be enough funds to pay for January, February and March expenses, delaying payment until April. Due to the late notice, there was insufficient time for Coast to go out in the market to borrow money on a short-term basis. Monthly expenses for Coast are \$15-\$17 million on average and Mr. Brahmhatt said that having the reserve for contingency funds on hand helps to avoid campus budget cuts. With respect to the anticipated high default rate for property taxes due in December, Mr. Brahmhatt explained that if the state does not collect those monies, they do not have to make those related payments. Instead, the state can make up those payments over an extended period of time. He further explained that if Orange County collects all of its property taxes, but there is an overall property tax shortfall within the state, Coast will still

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“share the pain.” Basic aid districts have double protection in that they are guaranteed to receive the base funding from property taxes even if there is a default in property taxes, and they also collect the excess money over the base during periods of rising economies. In response to a question about growth, Mr. Brahmbhatt reported that Coast had 1.46% growth last year. The state originally projected 2007-08 growth at 2.8%, and then continually reduced it to 1.46%. Although Coast had room for additional growth, the state did not have funding to cover the additional expenses. This presents challenges as it is difficult to adequately serve students when there is no reimbursement from the state. For the 2008-09 state budget, Mr. Brahmbhatt anticipates that it will initially look better as legislators may be reluctant to address significant budget issues in an election year, but will ultimately call for immediate budget cuts.

#### **4. ADJOURNMENT**

The meeting was adjourned at 9:23 a.m.

**NEXT CABINET MEETING**  
**Monday, July 28, 2008**  
**8:30 a.m.**  
**Golden West College**  
**President’s Conference Room**

Recorded by Nancy Sprague

**COAST COMMUNITY COLLEGE DISTRICT**  
**Chancellor's Cabinet Summary**  
**October 6, 2008**

**1. CALL TO ORDER**

Chancellor Yglesias called the meeting to order at 8:35 a.m. in Conference Room F (Chancellor's Wing) at the District Office. Cabinet members present were:

Eduardo Arismendi-Pardi, Academic Senate President, Orange Coast College  
Joyce Black, Interim Associate Vice Chancellor, Educational Services  
C.M. Brahmhatt, Vice Chancellor, Administrative Services  
Wes Bryan, President, Golden West College  
Bob Dees, President, Orange Coast College  
Dean Mancina, President, Coast Federation of Educators  
Michael Mandelkern, President, Coast District Management Association  
Vangie Meneses, Vice President, Student Services, Coastline Community College  
(on behalf of Ding-Jo Currie, President, Coastline Community College)  
Ann Nicholson, President, Coast Federation of Classified Employees  
Martha Parham, District Director, Public Affairs, Marketing and Government Relations  
Joe Quarles, Vice Chancellor, Human Resources  
Diane Restelli, Academic Senate President, Golden West College  
Cheryl Stewart, Academic Senate President, Coastline Community College  
Christian Teeter, Manager, Board Operations/Assistant to the Chancellor  
Ken Yglesias, Chancellor

Also in attendance was:

Nancy Sprague, Executive Assistant to the Chancellor

**2. OLD BUSINESS**

**Ann Nicholson** informed that the Coast Federation of Classified Employees (CFCE) membership ratified a Memorandum of Understanding to extend the CFCE contract until 2010. Two articles will be reopened.

**Michael Mandelkern** stated that the Coast District Managers' Association is giving serious consideration to a proposal from the Association of Confidential Employees to merge with the management group. ■ Training seminars by Liebert Cassidy and Whitmore are coming up in the near future.

**Bob Dees** advised that the recent Athletic Hall of Fame Induction Ceremony honored several past coaches and athletes and was a very nice event. ■ Approximately 25,000 people attended a very successful children's book festival on campus that featured Jaime Lee Curtis, author of Big Words for Little People. The event was jointly sponsored by the Orange Coast College Foundation and the Orange County Children's Book Festival.

**Dean Mancina** reported that the Coast Federation of Educators (CFE) would publish their first newsletter of the semester. ■ The first CFE "Second Wednesday Lunch Meeting" will be held

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this week. ■ Mr. Mancina will travel to Oakland for a meeting with American Federation of Teachers' community college locals and attend a statewide council meeting. He will also attend an American Federation of Labor solidarity meeting in which he will be honored with an Orange County Labor Leader of the Year Award in recognition of his volunteer work.

**Eduardo Arismendi-Pardi** announced that two resolutions were drafted for the Statewide Academic Senate recommending faculty hiring that reflects the diversity of student demographic data, and a diversity statement for inclusion in the Statewide Academic Senate's mission statement.

**Martha Parham** stated that the District-wide Marketing Committee is working with a public relations organization, Interact, to conduct a survey of national media habits. Results will be available in a few months and will offer marketing insights into effectively reaching students.

**Cheryl Stewart** reported that she traveled to North Lindsey College in England to study methods utilized to achieve their high levels of retention and persistence. Seventy percent of faculty members are full-time and very engaged with students and programs. Programs are designed with local businesses and commerce in mind to enhance students' employment opportunities upon graduation. Programs that do not meet goals are not funded the following year. There is a high degree of commitment to intervention and a great deal of pressure to perform.

**Joe Quarles** noted that the second full-day negotiation session with the CFE has taken place. Negotiating parties are working hard to understand each other's positions. The impact of this economic environment will impact the District for several years to come and both sides are working to meet these challenges in a practical way.

**C.M. Brahmbhatt** informed that the District Director of Internal Audit and College Vice Presidents will represent Mr. Brahmbhatt at the Governor's state budget conference today at the Los Angeles Community College District. Mr. Brahmbhatt will share the information gleaned with others. ■ Mr. Brahmbhatt emphasized the importance of attending today's Enrollment Management Meeting at the District Office in order to plan for the best possible enrollment management strategies. ■ Mr. Brahmbhatt highlighted two main themes of the District's 2008-09 budget presentation. The first theme is that the District is on solid financial footing and no lay-offs are being considered. All vendors and all paychecks have been paid on time. Currently, the state wants to borrow \$7 billion from the federal government to meet cash flow needs. To keep all District employees informed during these fiscally-challenging times, a message may be sent to all staff. The second theme of the District's 2008-09 budget is that the classroom must be protected. Students must have access to classroom instruction and we must find a balance between access and fiscal stability. This may require belt tightening. Mr. Brahmbhatt encouraged cabinet members to contact him with any questions so that informed decisions can be made.

**Diane Restelli** said that the Senate is working diligently toward finalization of goals, looking at the wild card process for ranking of faculty hiring, and taking care of unfinished business with Program Vitality.

**Wes Bryan** advised that Golden West College held another e-waste collection program and received huge truck loads of donations. Another program is anticipated in February. ■ As college staff struggle with the budget, two areas must be dealt with during the next 30 days. They include identifying temporary 165-day employees and removing \$750,000 from the part-time faculty overload accounts. Mr. Bryan explained that the budget for temporary employees was overspent last year. He also explained that carryover of summer FTES counted against the college's growth and they now have intersession and spring semesters to recoup monies and balance the budget. The goal is to make decisions prior to registration about classes that may not be offered, rather than offering classes and later cancelling them.

**Ken Yglesias** stressed the importance of today's Enrollment Management Meeting and expressed the opinion that with the severity of the budget situation, both target enrollment and FTES production must be considered. He noted that Enrollment Management meetings are typically held when the financial picture is challenging and encouraged members to attend the meeting and offer their wisdom toward decision making.

**Joyce Black** distributed information that will be used to respond to the District's delineation of function standard for the March 2009 accreditation site visit. Handouts included a description of an organizational delineation of responsibility and process for decision-making, a functioning map including responsible parties, a summary of centralized and decentralized functions, sample Delineation of Reporting Policy, and reporting relationships/organizational chart to reflect, in part, that the Chancellor is the only employee who reports to the Board of Trustees. Ms. Black asked for review and feedback of any discrepancies in the materials she distributed. Dr. Yglesias added that Ms. Black performed extensive research to compile this information, contacting districts that received positive recommendations for this standard during accreditation reviews. Dr. Yglesias further noted that the information is a compilation of data that describes the delineation of function process that is currently followed by the District, and that it will be used to recommend a revision to District Policy. Dr. Yglesias stressed the importance of this accreditation standard to all three schools and that we must address this issue properly, looking at our current policy and our proposed policy, in a timely manner.

#### 4. **ADJOURNMENT**

The meeting was adjourned at 9:20 a.m.

PLEASE NOTE LOCATION OF  
NEXT CABINET MEETING  
**Monday, October 27, 2008**  
**8:30 a.m.**  
**Orange Coast College**  
**Administration 108 Conference Room**