Kern Community College District

THE ELEMENTS OF DECISION MAKING

April 17, 2012
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INTRODUCTION
Kern Community College District

Kern Community College District (KCCD) comprises three community colleges—Bakersfield College, Porterville College, and Cerro Coso Community College in Ridgecrest, California. Satellite centers in Delano, Arvin, Lake Isabella and the area near Bishop and Mammoth augment our instruction to our communities covering more than 44,000 square miles, making KCCD the largest geographic community college district in the nation. KCCD serves communities in parts of five counties including Kern, Tulare, Mono, Inyo, and San Bernardino. The mission of the Kern Community College District is to provide outstanding educational programs and services that are responsive to our diverse students and communities.

The Elements of Decision Making

Executive Summary

On a daily basis the major divisions of the District Office make many internal decisions. Some of these decisions may be in the form of a recommendation to the Chancellor for changes in District policies and/or procedures which would affect the Colleges and the District. The process for making this level of decision is described in detail in the document titled “Process of Decision Making.”

Decisions affecting internal operations must be properly vetted to ensure an effective result. To bring about this desired outcome, decision makers incorporate the participation of appropriate employees into the decision-making process. This may include employees from district departments whose work product may be affected by the decision, as well as college personnel. Information sharing and collaboration result in solid, cogent decision making.

Throughout the process of reaching decisions there is a commitment to participatory governance, i.e., involving the stakeholders as well as those who are charged with implementation of the decision at the many levels involved. Small ad hoc groups frequently meet to get some matter settled; standing committees also meet at the call of the chair to settle matters that touch many users at many levels; and through all of this the District Office follows the dictum that the Colleges must be involved in the decision making process when the decision is going to impact the Colleges.
As part of being a district-wide system, it is expected, whether operations are centralized or decentralized, that policies, procedures, laws, and regulations will be consistently applied and followed by all employees of the district.

In order to assure that the information contained in this document and the structures described remain effective and accurate, this document will be reviewed every three years by the Chancellor’s Cabinet and District Consultation Council, starting in the spring of 2014.

In the following pages the elements of decision making in the Kern Community College District are outlined.

The following documents describe the elements of decision making:

- The Process of Decision Making
- Functional Mapping for Decision Making Chart
- The “Major Responsibilities” of the chief administrative officers of the District
- Organizational Charts for each of the administrative offices of the District
- District-wide functional mapping matrix for the administrative offices of the District focusing on the issue of Centralization/Decentralization
KERN COMMUNITY COLLEGE DISTRICT

Process of Decision Making

Introduction

The Chancellor, through delegated authority of the Board of Trustees, has numerous committees, councils, and other groups who provide advice, recommendations, and/or formal proposals related to Policies and Procedures, and other decisions necessary to the operation of the District. This participatory governance structure provides the Chancellor with advice and recommendations, but it is the Chancellor who has the responsibility for deciding on the route a proposal will take, and for its final disposition. A description of this existing governance procedure follows:

1. Development of Board Policy and Procedures

   a. Existing Policies and Procedures appear in the Board Policy and Procedures Manual with dates of adoption of Policies by the Board of Trustees, and approval of Procedures by the Chancellor. These Policies and Procedures, in large measure, govern the operation of the Kern Community College District. The Chancellor’s role and responsibilities provide for wide participation in decision making. The Chancellor’s Office makes many decisions on a daily basis within the framework of decision making described in this document, and in the accompanying Functional Mapping for Decision Making Chart.

   b. Policies pertain to broad directions for the administration of the District as specified by the California Education Code, Title 5 Regulations, and other state and federal agencies. Policies are adopted by the Board of Trustees after consideration and recommendations by appropriate participatory governance groups cited in this document.

   c. Procedures pertain to the details of the administration of policies adopted by the Board of Trustees, or of Title 5 Regulations adopted by the Board of Governors of the California Community Colleges. Procedures are approved by the Chancellor of the District after consideration and recommendations by appropriate participatory governance groups cited in this document.
d. Amendments to board policies and procedures, or the creation of new policies or procedures, may be originated by the Chancellor’s Administrative Council, District-wide Committees, Councils of the Colleges, Academic Senates, Associated Student Organizations, and other recognized groups, as well as administrators working under the direction of the Chancellor.

e. Amendments to board policies and procedures, or the creation of new policies and procedures, originated by any of the groups or individuals noted above are referred first to the Chancellor of the District. The Chancellor may direct them for further study to existing committees of the District or the Colleges, or the Chancellor may refer these proposed amendments to the Chancellor’s Cabinet for consideration and action by that group.

2. Group Roles in Decision Making

a. Role of Chancellor’s Administrative Council in Decision Making

i. The Chancellor’s Administrative Council is chaired by the Chancellor, and includes the four Vice Chancellors all of whom report directly to the Chancellor.

ii. This Council meets regularly upon the call of the Chancellor to consider the implementation of policies and procedures, the prioritization of tasks, and problems that relate to the assignments of the Vice Chancellors. The Chancellor sets the agenda for this Council, which can be far-ranging in considering issues that relate to the administration of the District, both internal and external, and which frequently lead to decisions regarding internal issues.

iii. Issues brought to this Council by the Chancellor may be settled there, or referred to the Chancellor’s Cabinet or District-wide Committees (see subsection b, following page) for further consideration, referral, or action. With respect to important issues facing the District, the Council provides a forum for an initial examination of these matters.
b. Role of Chancellor’s Cabinet in Decision Making

i. The Chancellor’s Cabinet is the clearing house for the consideration of all proposals for creation of or amendments to Board Policies and Procedures as well as considering other issues that may require decisions. This body has a broader representation than the Chancellor’s Administrative Council including the College Presidents, the Vice Chancellors, and other District Administrators. The Cabinet, after due research and consideration makes its recommendations to the Chancellor.

ii. The Chancellor may refer the proposed changes in policy or procedures recommended by the Cabinet to the District Consultation Council for further consideration, and for recommendations from that body. The Chancellor, in the consideration of proposals takes into account whether the subject under consideration is governed by a union agreement by “reliance primarily on the advice and judgment of the Academic Senate”, or by the “obligation to reach mutual agreement” with the Academic Senate. The Board of Trustees may decide which of these two options will be used in the decision making process according to its own discretion, or as is cited in existing Board Policy.

iii. With respect to Board Policies, following District Consultation Council considerations and recommendations, the Chancellor may recommend the proposed changes to the Board of Trustees for adoption. Once adopted, these Policies are incorporated into the Board Policies and Procedures Manual.

iv. With respect to Procedures, it is the Chancellor’s responsibility to seek the advice and recommendations of the Chancellor’s Cabinet and District Consultation Council, if deemed appropriate, and to give final approval to these procedures prior to incorporation into the Board Policies and Procedures Manual.

c. Role of the District Consultation Council in Decision Making

i. The District Consultation Council is a collegial consultative body designed to serve the good of the District. The group facilitates timely, factual, and clear communication between constituents and the Chancellor as a means to help make informed District-wide decisions.
ii. The members of the Council includes the Chancellor, the Vice Chancellors, College Presidents, Academic Senate Presidents, CCA President, CSEA Presidents, Management Association representative, and student representatives from each campus.

iii. The members of the Council are the primary and most visible representative of their constituent groups. They set the standard for civility, candor, and accuracy in collegial discussion, within Council meetings and in their interactions with others in the college communities. Members are conduits of information to and from their respective groups. They should strive to understand and accept diverse points of view while attempting to reach a consensus to best serve the District as a whole.

d. Role of Academic Senates in Decision Making

i. The role of Academic Senates in the District’s decision making process is governed by Title 5, Sections 53200-53204. These Sections relate to requiring the Board of Trustees to consult “collegially” with Academic Senates in the development of Board Policies and Procedures that relate to academic and professional matters. With respect to this requirement, the Board of Trustees may use either or both of the following methods at its own discretion:

a. Relying primarily upon the advice and judgment of the academic senate; or

b. To reach mutual agreement with the Senate by written resolution, regulation, or policy of the Board of Trustees effectuating such recommendations.

ii. The Academic Senate Presidents serve on the District Consultation Council.

iii. Title 5, Section 53200 provides the definitions that are required in implementing the relationship between academic senates and the Board of Trustees.
iv. It is through the Consultation Council that the academic senates and the administration “consult collegially” in the development of recommendations related to policies and procedures. This consultation provides time for Senates on the campuses to review the matter under consideration before a final recommendation is made to the Chancellor for Board of Trustees decision.

e. Role of District-wide Committees in Decision Making

i. There are currently fourteen (14) District-wide Committees that the Chancellor depends on for advice and recommendations in the governance process. The history, purposes, composition, and frequency of meetings of these 14 Committees are a matter of record in the Chancellor’s Office. The Chancellor designates the Chair of these Committees. Membership on the Committees is described under composition, and in all instances includes representations from the Colleges and the District.

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

f. Role of Collective Bargaining Agreement in Decision Making

i. Collective Bargaining agreements concluded through negotiations with the respective recognized employee groups are governed by statutes and memoranda of agreement. These agreements, once concluded, are taken to the Board of Trustees for approval. These agreements must be within the scope of collective bargaining as determined by State statutes, and once adopted by the Board of Trustees are binding as they relate to conditions of work.

3. Summary

a. The participatory governance commitment is reflected in the decision making process described above.

b. The Chancellor of the Kern Community College District participates actively in the decision making process described above, and in doing so is fully conversant with the recommendations that are forwarded to the Chancellor level for decisions to be made in a timely manner.
c. There is wide participation District-wide in the collegial consultation process and the process provides adequate time for referral to participating groups and for their study and recommendations.

d. Adequate documentation at the various levels provides a paper/electronic trail of recommendations that move to the Chancellor level, and with respect to policy to the Board of Trustees for approval.
The decision-making charts for each College are included at the end of this document.
CHANCELLOR
Chancellor  
District Office  
Kern Community College District  
JOB DESCRIPTION

Major Responsibilities

The Chancellor is the Chief Executive Officer of the District. All functions of the District are directed by the Chancellor in keeping with policies established by the Board of Trustees.

General Counsel  
District Office  
Kern Community College District  
JOB DESCRIPTION

Major Responsibilities

The General Counsel provides legal advice to the Board of Trustees, the Chancellor, and other officers and employees of the District. The General Counsel represents the District in litigation, arbitration, and administrative proceedings by preparing pleadings, negotiating between parties, and participating in the trial of cases of major importance to the District’s educational programs, and administrative and financial functions. The General Counsel serves as the District’s staff attorney.
Major Responsibilities

The Associate Vice Chancellor, Governmental and External Relations develops, plans, organizes and directs strategies to inform and influence public policy at the county, state and federal levels on issues and in areas of interest of Kern Community College District; plans, organizes, directs, evaluates and provides overall leadership for a variety of programs and activities to develop and maintain a strong public image for the District.
## Chancellor’s Office
### Functional Mapping for Decision-Making

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<tr>
<th>Function</th>
<th>Service Provider(s)</th>
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<tbody>
<tr>
<td><strong>Research and Reporting</strong></td>
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<tr>
<td>State/Federal Reporting (ARCC, IPEDS)</td>
<td>District Office</td>
<td>Director, Research Analysis and Reporting</td>
</tr>
<tr>
<td>Decentralized to the Colleges with coordination by the Colleges and District Office</td>
<td>Bakersfield College</td>
<td>Director of Institutional Research and Planning</td>
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<td></td>
<td>Cerro Coso Community College</td>
<td>Institutional Research Analyst</td>
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<td></td>
<td>Porterville College</td>
<td>Institutional Researcher</td>
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<tr>
<td><strong>Reporting and Analysis for District-wide Reports; Data Definitions and Decision Support</strong></td>
<td>District Office</td>
<td>Director, Research Analysis and Reporting</td>
</tr>
<tr>
<td>Centralized at the District Office with coordination by the Colleges</td>
<td>Bakersfield College</td>
<td>Director of Institutional Research and Planning</td>
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<td></td>
<td>Cerro Coso Community College</td>
<td>Institutional Research Analyst</td>
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<td>Porterville College</td>
<td>Institutional Researcher</td>
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<td>Function</td>
<td>Service Provider(s)</td>
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<tr>
<td>Research Projects (Methodology and Library)</td>
<td>District Office</td>
<td>Director, Research Analysis and Reporting</td>
</tr>
<tr>
<td>Decentralized to the Colleges with coordination by the District Office</td>
<td>Bakersfield College</td>
<td>Director of Institutional Research and Planning</td>
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<td></td>
<td>Cerro Coso Community College</td>
<td>Institutional Research Analyst</td>
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<td></td>
<td>Porterville College</td>
<td>Institutional Researcher</td>
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<tr>
<td>Data Integrity Standards and Training</td>
<td>District Office</td>
<td>Director, Research Analysis and Reporting</td>
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<tr>
<td>Centralized at the District Office with coordination by the Colleges</td>
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<td>Director of Institutional Research and Planning</td>
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<td></td>
<td>Cerro Coso Community College</td>
<td>Executive Vice President, Academic Affairs/Student Services</td>
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<td>Porterville College</td>
<td>Associate Vice President, Student Services</td>
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<td>Institutional Research Analyst</td>
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<td>Institutional Researcher</td>
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<td>Vice President, Academic Affairs</td>
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<td>Vice President, Student Services</td>
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<td>Institutional Researcher</td>
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<td>Vice President, Academic Affairs</td>
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<td>Vice President, Student Services</td>
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<td>Function</td>
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<td>Governmental and External Relations</td>
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<tr>
<td>Legislative Advocacy</td>
<td>District Office</td>
<td>Associate Vice Chancellor, Governmental and External Relations</td>
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<tr>
<td>Centralized at the District Office</td>
<td>Bakersfield College</td>
<td>Director, Marketing and Public Relations</td>
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<td>with coordination with the College</td>
<td>Cerro Coso Community College</td>
<td>Public Relations, Marketing and Development Manager</td>
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<td>Presidents</td>
<td>Porterville College</td>
<td>Public Information Officer</td>
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<tr>
<td>External Relations</td>
<td>District Office</td>
<td>Associate Vice Chancellor, Governmental and External Relations</td>
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<td>Centralized at the District Office</td>
<td>Bakersfield College</td>
<td>President and management team</td>
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<td>with coordination with Chancellor’s</td>
<td>Cerro Coso Community College</td>
<td>President and management team</td>
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<td>Cabinet and College Presidents</td>
<td>Porterville College</td>
<td>President and management team</td>
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<td>Function</td>
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<td>Public Information</td>
<td>Bakersfield College</td>
<td>Director, Marketing and Public Relations</td>
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<td>Cerro Coso Community College</td>
<td>Public Relations, Marketing and Development Manager</td>
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<td>Porterville College</td>
<td>Public Information Officer</td>
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<td>Leadership Academy</td>
<td>District Office</td>
<td>Associate Vice Chancellor, Governmental and External Relations</td>
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<tr>
<td>Centralized at the District Office with coordination with Chancellor’s Cabinet and College Presidents</td>
<td>Bakersfield College</td>
<td>President</td>
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<td>Cerro Coso Community College</td>
<td>President</td>
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<td>Porterville College</td>
<td>President</td>
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CHIEF FINANCIAL OFFICER
Chief Financial Officer  
District Office  
Kern Community College District  
JOB DESCRIPTION

Major Responsibilities

The Chief Financial Officer (CFO) serves as the chief fiscal officer of the District and has responsibility for District business services. The CFO directs designated District functions including budgeting, accounting, purchasing, risk management, cash flow management, investments, and capital projects planning and construction.

Director, Accounting Services  
District Office  
Kern Community College District  
JOB DESCRIPTION

Major Responsibilities

The Director, Accounting Services, shall oversee the computerized accounting systems and procedures, directing the District accounting, and purchasing staff, preparing and monitoring internal financial statements, coordinating with external auditors for the District-wide audit and other agency audits, reporting fiscal results to the appropriate state and other agencies.
## Business Services and Facilities
### Functional Mapping for Decision Making

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<th>Service Provider(s)</th>
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<td><strong>Budget Development/Business Services</strong></td>
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<td>District Office</td>
<td>Chief Financial Officer</td>
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<td>Bakersfield College</td>
<td>Executive Director, Administrative Services</td>
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<td>Cerro Coso Community College</td>
<td>Director, Administrative Services</td>
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<td>Porterville College</td>
<td>Director, Administrative Services</td>
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<td><strong>Finance</strong></td>
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<tr>
<td>• Debt Management Centralized</td>
<td>District Office</td>
<td>Chief Financial Officer</td>
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<tr>
<td>• Economic Analysis Decentralized</td>
<td>Bakersfield College</td>
<td>Executive Director, Administrative Services</td>
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<td>• Cash Flow Analysis Decentralized</td>
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<td>Director, Administrative Services</td>
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### Business Services and Facilities

#### Functional Mapping for Decision Making

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<td>• Accounting</td>
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<td>Centralized at District Office</td>
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<td>Director, Accounting Services</td>
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<td>• Fiscal Reporting</td>
<td>District Office</td>
<td>Chief Financial Officer</td>
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<td>Centralized at District Office</td>
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<td>• Purchasing</td>
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<td>Chief Financial Officer</td>
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<td>Decentralized with coordination</td>
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<td>Porterville College</td>
<td>Director, Administrative Services</td>
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<td><strong>Maintenance and Operations</strong></td>
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<td>Custodial, Grounds, and Trades</td>
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<td>Building Facility Manager</td>
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<td>Risk Management</td>
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<td>General Liability</td>
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<td>Chief Financial Officer</td>
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<td>Centralized</td>
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<td>Facilities Planning and Construction</td>
<td>District Office</td>
<td>Chief Financial Officer</td>
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<tr>
<td>• New Construction</td>
<td>Bakersfield College</td>
<td>Executive Director, Administrative Services</td>
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<tr>
<td>• Modernizations</td>
<td>Cerro Coso Community College</td>
<td>Director, Administrative Services</td>
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<td>• Energy Management</td>
<td>Porterville College</td>
<td>Director, Administrative Services</td>
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<td>• Scheduled Maintenance ($30,000 or more)</td>
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<td>coordination with Colleges</td>
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<td>Auxiliary Services</td>
<td>District Office</td>
<td>Chief Financial Officer</td>
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<td>• Bookstore</td>
<td>Bakersfield College</td>
<td>Executive Director, Administrative Services</td>
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<td>Outsourced</td>
<td>Cerro Coso Community College</td>
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<td>Porterville College</td>
<td>Director, Administrative Services</td>
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<td>Function</td>
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<td><strong>Food Services</strong>&lt;br&gt;Outsourced at PC&lt;br&gt;Decentralized at BC &amp; CCCC&lt;br&gt;with audit and financial from CFO</td>
<td>District Office&lt;br&gt;Bakersfield College&lt;br&gt;Cerro Coso Community College&lt;br&gt;Porterville College</td>
<td>Chief Financial Officer&lt;br&gt;Executive Director, Administrative Services&lt;br&gt;Director, Administrative Services&lt;br&gt;Director, Administrative Services</td>
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<td><strong>Foundation</strong>&lt;br&gt;Decentralized with audit services from Chief Financial Officer</td>
<td>District Office&lt;br&gt;Bakersfield College&lt;br&gt;Cerro Coso Community College&lt;br&gt;Porterville College</td>
<td>Chief Financial Officer&lt;br&gt;Director, Foundation and Institutional Development&lt;br&gt;Director, Public Information Officer, Marketing and Development&lt;br&gt;Executive Director (Interim)</td>
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<tr>
<td>Function</td>
<td>Service Provider(s)</td>
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<td>Graphic Design/Duplicating</td>
<td>Bakersfield College</td>
<td>Executive Director, Administrative Services</td>
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<td></td>
<td>Cerro Coso Community College</td>
<td>Director, Administrative Services and Publications Coordinator</td>
</tr>
<tr>
<td></td>
<td>Porterville College</td>
<td>Graphic Designer/Web Site Coordinator</td>
</tr>
</tbody>
</table>
VICE CHANCELLOR, EDUCATIONAL SERVICES
**Vice Chancellor, Educational Services**  
District Office  
Kern Community College District  
JOB DESCRIPTION

**Major Responsibilities**

The Vice Chancellor, Educational Services, reports directly to the Chancellor and serves as the chief academic and student services officer of the District. The Vice Chancellor provides overall leadership in planning, organizing, reviewing, and evaluating District-wide instructional and student services programs and development and implementation of policies and procedures of the District. Other responsibilities include coordination of the District programs of Economic and Workforce Development, serving as the accreditation liaison with the Colleges, directing District-wide strategic planning, and overseeing the Child Development Centers and services.

**Associate Chancellor, Economic and Workforce Development**  
District Office  
Kern Community College District  
JOB DESCRIPTION

**Major Responsibilities**

The Associate Chancellor, Economic and Workforce Development, provides overall leadership in the planning, organization, administration, evaluation, and policy development for the Economic and Workforce Development programs and initiatives throughout the District.
Educational Services

Organizational Chart and Functional Responsibilities

Vice Chancellor
- Coordinates and communicates District-wide regarding accreditation,
- Academic Calendars
- Board Policy
- Strategic Planning
- Basic Skills
- Faculty Evaluations

Educational Services Assistant
- Support the Vice Chancellor and Associate Chancellor, Economic & Workforce Development

Associate Chancellor, Economic & Workforce Development
- Coordinates and implements the strategic planning for all CTE and economic development programs

Interim Dean, Child Development Program
- Coordinates the District child development center program
- Provides overall leadership for planning, organization, evaluation, budget, personnel matters, and policy development
- Maintains compliance with state and district regulations and policies and reporting functions

Director, Workforce Development
- Coordinates the District workforce development programs

Director, Business Entrepreneurship Center (BEC)
- Coordinates all the regional BEC programs

Administrative Assistant
- Supports Directors of Workforce Development and Business Entrepreneurship Center

Environmental Training Center
- Manages all environmental training center programs and staff

Department Assistant III
- Supports the Environmental Training Center and staff

Clean Energy Training Manager
- Coordinates and manages the training centers

Grant Compliance Technician
- Provides assistance on grant compliance and reporting
- Prepares and processes the purchasing for the program

Director, Clean Energy Center
- Manages all clean energy center programs and staff

Director, Grants/Resource Development
- Writes economic and workforce development grants
- Provides assistance and workshops on grant writing, management and compliance

Interim Director, Workplace Learning
- Manages all workplace learning programs and staff
<table>
<thead>
<tr>
<th>Function</th>
<th>Service Provider(s)</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td><strong>ACADEMIC AFFAIRS</strong></td>
<td></td>
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</tr>
<tr>
<td>Accreditation - District Liaison Officer</td>
<td>District Office</td>
<td>Vice Chancellor, Educational Services</td>
</tr>
<tr>
<td>Decentralized with compliance oversight from District Office</td>
<td>Bakersfield College</td>
<td>Executive Vice President, Academic Affairs and Student Services</td>
</tr>
<tr>
<td></td>
<td>Cerro Coso Comm. College</td>
<td>Vice President, Academic Affairs and Stu. Services</td>
</tr>
<tr>
<td></td>
<td>Porterville College</td>
<td>Vice President, Academic Affairs</td>
</tr>
<tr>
<td>Career and Technical Programs</td>
<td>District Office</td>
<td>Vice Chancellor, Educational Services</td>
</tr>
<tr>
<td>Decentralized with facilitation from Educational Services</td>
<td>Bakersfield College</td>
<td>Associate Chancellor, Economic and Workforce Development</td>
</tr>
<tr>
<td></td>
<td>Cerro Coso Community College</td>
<td>Dean, Career and Technical Education</td>
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<tr>
<td></td>
<td>Porterville College</td>
<td>Dean, Career and Technical Education</td>
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## Educational Services
### Functional Mapping for Decision-Making

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<thead>
<tr>
<th>Function</th>
<th>Service Provider(s)</th>
<th>Title</th>
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<tbody>
<tr>
<td>Catalog Development</td>
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<td>Vice Chancellor, Educational Services; Executive Vice President, Academic Affairs/Student Services; Vice President, Academic Affairs</td>
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<tr>
<td>Catalog - Decentralized with review for compliance with District-wide standards</td>
<td>District Office, Bakersfield College, Cerro Coso Community College, Porterville College</td>
<td>Vice Chancellor, Educational Services; Executive Vice President, Academic Affairs/Student Services; Vice President, Academic Affairs</td>
</tr>
<tr>
<td>Child Development Centers</td>
<td>District Office, Bakersfield College, Cerro Coso Community College, Porterville College</td>
<td>Vice Chancellor, Educational Services; Executive Vice President, Academic Affairs/Student Services; Vice President, Stu. Services</td>
</tr>
<tr>
<td>Decentralized with compliance oversight from District Office of Educational Services</td>
<td>District Office, Bakersfield College, Cerro Coso Community College, Porterville College</td>
<td>Vice Chancellor, Educational Services; Executive Vice President, Academic Affairs/Student Services; Vice President, Stu. Services</td>
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</table>
## Educational Services
### Functional Mapping for Decision-Making

<table>
<thead>
<tr>
<th>Function</th>
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<tbody>
<tr>
<td><strong>Curriculum</strong></td>
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</tbody>
</table>
| • Not for Credit  
  Decentralized to the Colleges and District Office with review by Educational Services | District Office  
  Bakersfield College  
  Cerro Coso Community College  
  Porterville College | Vice Chancellor, Educational Services  
  Executive Vice President, Academic Affairs/Student Services  
  Vice President, Academic Affairs  
  Vice President, Academic Affairs |
| • For Credit and Non-Credit  
  Decentralized to the Colleges with review by Educational Services | District Office  
  Bakersfield College  
  Cerro Coso Community College  
  Porterville College | Vice Chancellor, Educational Services  
  Executive Vice President, Academic Affairs/Student Services  
  Vice President, Academic Affairs  
  Vice President, Academic Affairs |
| **Faculty Evaluation** | | |
| Decentralized with oversight for compliance and consistency from District Office | District Office  
  Bakersfield College  
  Cerro Coso Community College  
  Porterville College | Vice Chancellor, Educational Services  
  Executive Vice President, Academic Affairs/Student Services  
  Vice President, Academic Affairs  
  Vice President, Academic Affairs |
## Educational Services

### Functional Mapping for Decision-Making

<table>
<thead>
<tr>
<th>Function</th>
<th>Service Provider(s)</th>
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<td>Vice Chancellor, Educational Services</td>
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<td></td>
<td>Bakersfield College</td>
<td>Executive Vice President, Academic Affairs/Student Services</td>
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<td>Cerro Coso Community College</td>
<td>Vice President, Academic Affairs</td>
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<td></td>
<td>Porterville College</td>
<td>Vice President, Student Services</td>
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<tr>
<td>Library/Learning Resources</td>
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<tr>
<td>Decentralized</td>
<td>Bakersfield College</td>
<td>Executive Vice President, Academic Affairs/Student Services</td>
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<td>Cerro Coso Community College</td>
<td>Vice President, Student Services</td>
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<td>Porterville College</td>
<td>Vice President, Academic Affairs</td>
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<tr>
<td>Function</td>
<td>Service Provider(s)</td>
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<td>Program Development and Review</td>
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<td>• New Program Development</td>
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<td>Vice Chancellor, Educational Services</td>
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<td>Decentralized to the Colleges with review by</td>
<td>Bakersfield College</td>
<td>Executive Vice President, Academic Affairs/</td>
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<tr>
<td>Educational Services</td>
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<td>Student Services</td>
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<td>Cerro Coso Community College</td>
<td>Vice President, Academic Affairs</td>
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<td></td>
<td>Porterville College</td>
<td>Vice President, Student Services</td>
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<tr>
<td>• Program Review</td>
<td>Bakersfield College</td>
<td>Executive Vice President, Academic Affairs/</td>
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<tr>
<td>Decentralized to the Colleges</td>
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<td>Student Services</td>
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<td>Cerro Coso Community College</td>
<td>Vice President, Academic Affairs</td>
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<td></td>
<td>Porterville College</td>
<td>Vice President, Student Services</td>
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<td>• Vocational Program Reviews</td>
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<td>Executive Vice President, Academic Affairs/</td>
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<td>Decentralized to the Colleges with review from</td>
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<td>Student Services</td>
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<tr>
<td>Educational Services</td>
<td>Cerro Coso Community College</td>
<td>Vice President, Academic Affairs</td>
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<td>Porterville College</td>
<td>Vice President, Student Services</td>
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<td>Function</td>
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<tr>
<td>Schedule Development</td>
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<tr>
<td>Schedule - Decentralized with review for compliance with District-wide standards</td>
<td>District Office, Bakersfield College, Cerro Coso Community College, Porterville College</td>
<td>Vice Chancellor, Educational Services, Executive Vice President, Academic Affairs/Student Services, Vice President, Academic Affairs</td>
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<tr>
<td>Centralized at Educational Services in collaboration with Colleges</td>
<td>District Office, Bakersfield College, Cerro Coso Community College, Porterville College</td>
<td>Vice Chancellor, Educational Services, Associate Chancellor, Economic and Workforce Development, Dean, Career and Technical Education</td>
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<tr>
<td>Strategic Planning-District-wide</td>
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<tr>
<td>Centralized at Educational Services in collaboration with Colleges</td>
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<td>Vice Chancellor, Educational Services, Associate Chancellor, Economic and Workforce Development, Dean, Career and Technical Education</td>
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<tr>
<td>College specific strategic planning decentralized</td>
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### Educational Services
#### Functional Mapping for Decision-Making

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<thead>
<tr>
<th>Function</th>
<th>Service Provider(s)</th>
<th>Title</th>
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<tbody>
<tr>
<td>Student Services</td>
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<tr>
<td>Decentralized operations with policies and related procedures coordinated by Educational Services</td>
<td>District Office, Bakersfield College, Cerro Coso Community College, Porterville College</td>
<td>Vice Chancellor, Educational Services, Associate Vice President, Student Services, Vice President, Student Services, Vice President, Student Services</td>
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<tr>
<td>Tech Prep</td>
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<tr>
<td>Centralized at Educational Services in collaboration with Colleges</td>
<td>District Office, Bakersfield College, Cerro Coso Community College, Porterville College</td>
<td>Vice Chancellor, Educational Services, Associate Chancellor, Economic and Workforce Development, Dean, Career and Technical Education, Dean, Career and Technical Education, Dean, Career and Technical Education</td>
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<tr>
<td>Function</td>
<td>Service Provider(s)</td>
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<tr>
<td>VTEA</td>
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<td>Decentralized with facilitated planning and review by Educational Services</td>
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<td>Vice Chancellor, Educational Services</td>
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<td></td>
<td>Bakersfield College</td>
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<td>Cerro Coso Community College</td>
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<td>Porterville College</td>
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<td>Associate Chancellor, Economic and Workforce Development</td>
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<tr>
<td>Workforce/Economic Development</td>
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<td>Decentralized with facilitated planning and review by Educational Services</td>
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<td>Vice Chancellor, Educational Services</td>
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<td>Bakersfield College</td>
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<td>Cerro Coso Community College</td>
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<td>Porterville College</td>
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<td>Dean, Career and Technical Education</td>
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</table>
VICE CHANCELLOR, HUMAN RESOURCES
Vice Chancellor, Human Resources
District Office
Kern Community College District
JOB DESCRIPTION

Major Responsibilities

Under the direction of the Chancellor, the Vice Chancellor, Human Resources is responsible to plan, organize, coordinate, and direct the District’s comprehensive human resources management and employee relations program; negotiate, interpret, and assure compliance with collective bargaining agreements and various State and Federal laws, codes, rules, and regulations related to human resources; oversee staff development programs; supervise and direct District payroll, workers compensation and benefit operations and programs.
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<tr>
<th>Function</th>
<th>Service Provider(s)</th>
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<tr>
<td>Human Resources and Payroll</td>
<td>District Office</td>
<td>Vice Chancellor, Human Resources</td>
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<tr>
<td>• Recruitment</td>
<td>Bakersfield College</td>
<td>Human Resources Manager</td>
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<tr>
<td>• Screening &amp; Employment</td>
<td>Cerro Coso Community College</td>
<td>Human Resources Manager</td>
</tr>
<tr>
<td>• Evaluations</td>
<td>Porterville College</td>
<td>Human Resources Manager</td>
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<td>• HR Information Systems</td>
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<tr>
<td>• Custodians of Personnel Files</td>
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<tr>
<td>Centralized at District Office in coordination with Colleges</td>
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<tr>
<td>Prioritizing, allocation and placement of staff at appropriate location</td>
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</tr>
<tr>
<td>Centralized function initiated by Colleges and supported by District Office</td>
<td>District Office</td>
<td>Vice Chancellor, Human Resources</td>
</tr>
<tr>
<td></td>
<td>Bakersfield College</td>
<td>Human Resources Manager</td>
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<td></td>
<td>Cerro Coso Community College</td>
<td>Human Resources Manager</td>
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<td>Porterville College</td>
<td>Human Resources Manager</td>
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<tr>
<td>Function</td>
<td>Service Provider(s)</td>
<td>Title</td>
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<tr>
<td>Collective Bargaining</td>
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<td>• Negotiations</td>
<td>District Office</td>
<td>Vice Chancellor, Human Resources</td>
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<td>• Implement Contract</td>
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<td>• Compliance</td>
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<td>• Enforce Grievance Procedure</td>
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<td>• Implementation</td>
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<td>• Layoffs</td>
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<td>Centralized</td>
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<tr>
<td>Compensation and Payroll</td>
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<td>Coordination</td>
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<td>• Supervise and Direct District Payroll</td>
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<td>Vice Chancellor, Human Resources</td>
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<td>• Worker’s Compensation</td>
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<td>• Benefit Operations and Programs</td>
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<td>Centralized</td>
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<td>Function</td>
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<tr>
<td>Risk Management, Employee Safety, Security, and Employee Benefits, Worker’s Compensation, Health and Welfare</td>
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<tr>
<td>Centralized at District Office in coordination with Colleges</td>
<td>District Office</td>
<td>Vice Chancellor, Human Resources</td>
</tr>
<tr>
<td>Confer with General Counsel Staff Development</td>
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<td>Human Resources Manager</td>
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<tr>
<td></td>
<td>Cerro Coso Community College</td>
<td>Human Resources Manager</td>
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<td></td>
<td>Porterville College</td>
<td>Human Resources Manager</td>
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</tbody>
</table>
VICE CHANCELLOR, OPERATIONS MANAGEMENT
Vice Chancellor, Operations Management
District Office
Kern Community College District
JOB DESCRIPTION

Major Responsibilities

The Vice Chancellor, Operations Management will have overall responsibility for the development, design, operation, and improvement of the systems that create and deliver the District’s services. This includes information technology systems for instruction, services to students, and for general administration of the Kern Community College District. Reporting to the Chancellor, the Vice Chancellor will provide leadership in identifying, integrating, and implementing business processes and systems to assist the management team in the performance of their duties.
Operations Management

Organizational Chart and Functional Responsibilities

Vice Chancellor
- Oversees the efficacy of operations
- Information Technology
- Banner Operations
- Banner Reporting
- Business Process Improvement
- Disbursement Officer

Assistant Director
- Systems Integration
- Project Management
- Technical Support
- Help Desk
- Training
- Oversees department budget

Administrative Assistant
- Provide Administrative Support to Directors
- Purchasing, Budget Tracking & Reconciliation
- Meeting Coordination & Support
- Coordinate Travel for Department

Director, Web Development
- Provides overall leadership for effective use of web-based technologies
- Responsible for District-wide web standards

Assistant Director
- Manages KCCD’s technology infrastructure
- Develops standards and practices related to KCCD’s technology systems
- Contract & Vendor management
- Oversees department budget

Web Programmer
- Design and program web-based applications
- Provide support for web-based applications

Systems Administrator
- Email Systems
- Storage Area Network
- Data Center Management
- Internet Security

Network Manager
- Active Directory
- Network advisory support for colleges
- Local area network support
- Wireless (RF) access support
- Remote access support

Network Administrator
- Network interconnection for all KCCD sites (WAN)
- Video Technology backend support
- Data Center UPS and Generator

Systems Administrator
- Enterprise Backups
- College and District web support
- Server support

Systems Administrator
- Banner & Luminis Server administration
- Bookstore server support

Network Engineer
- Provide support for local area networks
- Research and implement IT security measures

PC Technician
- Desktop equipment support for District office
- DO Network account management
- DO conference room support

Telecom Network Manager
- District-wide telephone and voicemail systems

System Analyst Programmer III
- Banner Student Systems support
- Student MIS State reporting
- Westec processes

Programmer Analyst II
- Banner Finance System support
- Banner Finance approval queues

Programmer Analyst II
- Banner Payroll Systems support
- Employee MIS State reporting

Systems Analyst Programmer III
- Banner HR Payroll Systems support
- Employee MIS State reporting

Systems Analyst Programmer III
- Banner Student Systems support
- Student MIS State reporting
- Westec processes

Programmer Analyst II
- Banner Finance System support
- Banner Finance approval queues

Help Desk Technician
- IT Help Desk
- Knowledgebase development
- Training

Programmer Analyst II
- Banner Financial Aid System support
- Financial Aid MIS State reporting

Report/Info Access Analyst
- ODS & Discoverer
- Reporting systems maintenance and support
- Luminis admin support

Computer Operator/Help Desk Technician
- Print District checks
- Print schedule bills
- Process data submission

Web Programmer
- Design and program web-based applications
- Provide support for web-based applications

Business Process Improvement

Disbursement Officer

Assistant Director
- Manages KCCD’s technology infrastructure
- Develops standards and practices related to KCCD’s technology systems
- Contract & Vendor management
- Oversees department budget

Director, Web Development
- Provides overall leadership for effective use of web-based technologies
- Responsible for District-wide web standards

Web Programmer
- Design and program web-based applications
- Provide support for web-based applications

Systems Administrator
- Email Systems
- Storage Area Network
- Data Center Management
- Internet Security

Network Manager
- Active Directory
- Network advisory support for colleges
- Local area network support
- Wireless (RF) access support
- Remote access support

Network Administrator
- Network interconnection for all KCCD sites (WAN)
- Video Technology backend support
- Data Center UPS and Generator

Systems Administrator
- Enterprise Backups
- College and District web support
- Server support

Systems Administrator
- Banner & Luminis Server administration
- Bookstore server support

Network Engineer
- Provide support for local area networks
- Research and implement IT security measures

PC Technician
- Desktop equipment support for District office
- DO Network account management
- DO conference room support

Telecom Network Manager
- District-wide telephone and voicemail systems

System Analyst Programmer III
- Banner Student Systems support
- Student MIS State reporting
- Westec processes

Programmer Analyst II
- Banner Finance System support
- Banner Finance approval queues

Programmer Analyst II
- Banner Payroll Systems support
- Employee MIS State reporting

Systems Analyst Programmer III
- Banner HR Payroll Systems support
- Employee MIS State reporting

Programmer Analyst II
- Banner Finance System support
- Banner Finance approval queues

Help Desk Technician
- IT Help Desk
- Knowledgebase development
- Training

Programmer Analyst II
- Banner Financial Aid System support
- Financial Aid MIS State reporting

Report/Info Access Analyst
- ODS & Discoverer
- Reporting systems maintenance and support
- Luminis admin support

Computer Operator/Help Desk Technician
- Print District checks
- Print schedule bills
- Process data submission

Vice Chancellor
- Oversees the efficacy of operations
- Information Technology
- Banner Operations
- Banner Reporting
- Business Process Improvement
- Disbursement Officer

Assistant Director
- Systems Integration
- Project Management
- Technical Support
- Help Desk
- Training
- Oversees department budget

Administrative Assistant
- Provide Administrative Support to Directors
- Purchasing, Budget Tracking & Reconciliation
- Meeting Coordination & Support
- Coordinate Travel for Department

Director, Web Development
- Provides overall leadership for effective use of web-based technologies
- Responsible for District-wide web standards

Assistant Director
- Manages KCCD’s technology infrastructure
- Develops standards and practices related to KCCD’s technology systems
- Contract & Vendor management
- Oversees department budget

Web Programmer
- Design and program web-based applications
- Provide support for web-based applications

Systems Administrator
- Email Systems
- Storage Area Network
- Data Center Management
- Internet Security

Network Manager
- Active Directory
- Network advisory support for colleges
- Local area network support
- Wireless (RF) access support
- Remote access support

Network Administrator
- Network interconnection for all KCCD sites (WAN)
- Video Technology backend support
- Data Center UPS and Generator

Systems Administrator
- Enterprise Backups
- College and District web support
- Server support

Systems Administrator
- Banner & Luminis Server administration
- Bookstore server support

Network Engineer
- Provide support for local area networks
- Research and implement IT security measures

PC Technician
- Desktop equipment support for District office
- DO Network account management
- DO conference room support

Telecom Network Manager
- District-wide telephone and voicemail systems

System Analyst Programmer III
- Banner Student Systems support
- Student MIS State reporting
- Westec processes

Programmer Analyst II
- Banner Finance System support
- Banner Finance approval queues

Programmer Analyst II
- Banner Payroll Systems support
- Employee MIS State reporting

Systems Analyst Programmer III
- Banner HR Payroll Systems support
- Employee MIS State reporting

Programmer Analyst II
- Banner Finance System support
- Banner Finance approval queues

Help Desk Technician
- IT Help Desk
- Knowledgebase development
- Training

Programmer Analyst II
- Banner Financial Aid System support
- Financial Aid MIS State reporting

Report/Info Access Analyst
- ODS & Discoverer
- Reporting systems maintenance and support
- Luminis admin support

Computer Operator/Help Desk Technician
- Print District checks
- Print schedule bills
- Process data submission

Vice Chancellor
- Oversees the efficacy of operations
- Information Technology
- Banner Operations
- Banner Reporting
- Business Process Improvement
- Disbursement Officer

Assistant Director
- Systems Integration
- Project Management
- Technical Support
- Help Desk
- Training
- Oversees department budget

Administrative Assistant
- Provide Administrative Support to Directors
- Purchasing, Budget Tracking & Reconciliation
- Meeting Coordination & Support
- Coordinate Travel for Department

Director, Web Development
- Provides overall leadership for effective use of web-based technologies
- Responsible for District-wide web standards

Assistant Director
- Manages KCCD’s technology infrastructure
- Develops standards and practices related to KCCD’s technology systems
- Contract & Vendor management
- Oversees department budget

Web Programmer
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<thead>
<tr>
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<tbody>
<tr>
<td>Information Technology</td>
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<tr>
<td>Application/Systems Support Services</td>
<td>District Office</td>
<td>Assistant Director, Information Technology</td>
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<tr>
<td>Database Administration</td>
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<td>Director, Information Technology Services</td>
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<td>In-house systems</td>
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<td>Director, Information Technology</td>
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<td>Third-party systems</td>
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<td>Director, Information Technology</td>
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<td>Transitioning to Centralized with coordination</td>
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<td>from the Colleges</td>
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<td>Infrastructure Services</td>
<td>District Office</td>
<td>Assistant Director, Information Technology (Infrastructure)</td>
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<td>Network Management</td>
<td>Bakersfield College</td>
<td>Director, Information Technology Services</td>
</tr>
<tr>
<td>Server Management</td>
<td>Cerro Coso Community College</td>
<td>Director, Information Technology</td>
</tr>
<tr>
<td>Video Technology Management</td>
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<td>Director, Information Technology</td>
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<td>Transitioning to Centralized with input</td>
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<td>from the Colleges</td>
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<td>Internet/Email Services</td>
<td>District Office</td>
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<tr>
<td>Centralized with input from the Colleges</td>
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### Operations Management
#### Functional Mapping for Decision-Making

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<td>Telecommunications</td>
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<td>Centralized with support from the Colleges</td>
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<td>Technology Support Services</td>
<td>District Office</td>
<td>Assistant Director, Information Technology</td>
</tr>
<tr>
<td>Desktop Support</td>
<td>Bakersfield College</td>
<td>Director, Information Technology Services</td>
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<tr>
<td>Classroom and Computer Lab Support</td>
<td>Cerro Coso Community College</td>
<td>Director, Information Technology</td>
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<tr>
<td>Training</td>
<td>Porterville College</td>
<td>Director, Information Technology</td>
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<td>Decentralized with support from District Office</td>
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<tr>
<td>System Operations</td>
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<tr>
<td>Banner and Related Systems</td>
<td>District Office</td>
<td>Vice Chancellor, Operations Management</td>
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<tr>
<td>Information Access and Reporting</td>
<td>District Office</td>
<td>Vice Chancellor, Operations Management</td>
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<tr>
<td>Centralized at District Office with input from the Colleges</td>
<td>District Office</td>
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DEFINITIONS
DEFINITION OF TERMS

Facilitation—to make easy; help bring about; smooth the progress; help forward a process; to promote; to uphold or defend; to argue for

Coordinate—proper relation; put in the same order or rank; to bring into a common action, movement, or condition; harmonize; make equal in importance; bring together; organize

Support—to keep from failing; to give strength, confidence; to help; to put up with, endure

Facilitation and Support—to make easy; smooth the progress; help forward a process; to keep from failing; to give strength, confidence; to help; to put up with, endure
Bakersfield College Decision Making Process

At Bakersfield College, most college decisions are made by the President (or designee) with recommendations and input from a variety of groups. Formal recommendations and/or input may be made by these groups as described below:

- The **College Council** is a formal structure through which many recommendations, input and communication flow.
- A number of governance/constituency representative groups have responsibilities to make recommendations to the President through College Council or through direct lines of communication. These groups take their authority from various sections of Education Code, **Assembly Bill 1725** (AB1725), Senate Bill 235 (SB235) and **Title 5**. Those groups are:
  - Academic Senate
  - College Administration
  - California School Employees Association (CSEA)
  - Student Government Association (SGA)
- **Standing committees** make recommendations and provide input on relevant issues through their representatives on the following or directly to the President:
  - Accreditation, Administrative Council, Assessment, Budget, College Council, Commencement, Committee on Committees, Curriculum, Extended Learning, EAC, Enrollment Management, EODAC, Equivalence, Facilities Planning, General Education, ISIT, IEC, Levan, Matriculation, President’s Cabinet, Scholarship, SDCC, and Student Conduct Hearing

There are three formal employee groups that may provide input on issues affecting working conditions. The Community College Association (CCA) represents faculty members, CSEA represents classified staff and the Management Association represents managers.

- **Operational groups of the college** provide input directly to the President or through College Council. Operational groups may include:
  - Academic Senate
  - California School Employees Association
  - Institutional Research and Planning
  - Public Information
  - Bakersfield College Foundation
  - Facilities Committee
  - Faculty Chairs/Directors Council
  - Safety Committee
• Input is also provided by interest groups which may include faculty, staff, students, advisory committees and other community members.

Any employee or student of the college may raise issues, voice concerns, and/or provide input on issues under discussion or consideration by way of the groups listed above.

Bakersfield College

Legend:
- Communication flow to and from President via College Council Representatives
- Recommendations/input may also flow directly to/from President
- Recommend/input via parent governance groups

Definitions:

Recommendations:
A recommendation carries the weight of the constituent group making it, is more formal in nature, and may have statutory/legal ramifications

Input:
Input is any information that may influence a decision but falls short of a recommendation.
Cerro Coso Community College Decision Making Process

The decision making process occurs through recommendations made to the College President that come from College Council, its standing subcommittees, and the various constituent groups at the college. Although the authority to make decisions for the college rests with the College President, great responsibility lies with the recommending bodies to provide the College President with the information needed to make the decisions that are in the best interest of the college and its most valuable asset—our students.

Decision Making Model
This flowchart depicts how items reach the College President for approval.
Porterville Community College Decision Making Process

Philosophy of Participatory Governance

Participatory governance at Porterville College takes place on multiple levels. It is a process that ensures the students, staff, faculty and administration the right to participate effectively in the governance of the college, providing the opportunity for input and ensuring this input is given every reasonable consideration and that all decisions are well informed. Through the participatory process, the campus community engages in ongoing dialogue about quality, learning assessment and implementation of institutional changes that improve student success. This dialogue promotes trust and broadens the sense of participation within the campus community. While many of the campus decisions result from this collegial process, it is recognized that the determinations reached through the participatory process are advisory to the College President who is the institution’s chief executive officer.

Decision Making Model
This flowchart on the following page depicts how items reach the College President for approval.
College President
College Learning Council (CLC)
Administrative Council
Associated Students of Porterville College (ASPC)
California School Employees Association (CSEA)
Academic Senate
Curriculum Committee
Basic Skills Committee
Student Learning Outcomes (SLO’s) Committee
Institutional Research Office
Sub-Committees
Accreditation Steering Sub-Committee
Budget Sub-Committee
Enrollment Management Sub-Committee
Grants Oversight Sub-Committee
Strategic Planning Sub-Committee
Facilities Planning Advisory Sub-Committee
Safety & Security Team*
Instructional Technology (IT) Sub-Committee
Program Review Submittals
Reviewed by Strategic Planning Sub-Committee
Need for PR Modification
College Learning Council (CLC)
Budget Sub-Committee
Enrollment Management Sub-Committee
Strategic Planning Sub-Committee
President

* The KCCD Safety Coordinator decided Safety & Security would be designated a “team” versus a “committee” because committees, and/or sub-committees, are regulated and charged with additional duties, regulations, and reporting requirements under OSHA (Occupational Safety & Health Act).

Minutes – Safety & Security Team 10/14/02