

**Attachment A:**

**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 Community 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
- Presidents' 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 not inconsistent 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.

In a multi-college district, the **Chancellor**, 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 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 needs, 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. 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, the district is basically structured in such a way that the colleges have primary authority over educational programs 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.

#### DETAIL OF DISTRICT FUNCTIONS

For the conduct of **Administrative Services**, the Vice Chancellor of Administrative Services holds monthly meetings with district and college administrative staff. In addition, the vice chancellor makes regular presentations to the Chancellor's Cabinet (composed of constituent groups from the district and college personnel), the Academic Senates, campus Budget and Planning Committees and to the President's Council. While the district office is responsible for all state reports, the colleges develop autonomous and

individualized processes and have operational responsibility to meet state and accreditation standards.

▪ ***Budget and Finance:***

- District – The district is responsible for preparing and proposing the district’s annual budget, for seeking approval of the governing board and filing with the state Chancellor’s Offices all fiscal and budget reports. The district authorizes payments for all financial obligations and receipt of income, administers purchasing and bid procedures, prepares annual audits and provides transportation services. The district allocates the initial college budgets based on a formula with fixed costs, FTES generation, and dedicated revenues. The district is responsible for procurement and the authorizing and issuing payment for services, and the preparation of the payroll. However, while the district’s involvement is in the overall process and not in the detail, the district does monitor the college’s expenditures focusing on abnormalities and preparing for unforeseen events.
- Colleges – The colleges manage their budgets through the Vice President of Administrative Services and their Planning and Budget Committees. The distribution of funds and resources, general purchase orders and expenditures as well as Measure C expenditures are authorized and approved at the campus level. Additional ancillary services such as the Foundation, Bookstore, Associated Students, Community Services, Contract Education, Food Service and the Swap Meet Enterprises function at the college level.
- Collaboration – While the district dispenses funds based on established criteria, the colleges have discretionary authority to distribute these funds, as subject and accountable to meet certain prescribed standards. The district completes the fiscal report and submits it to the state, validating the expenditures and ensuring that the colleges have met all criteria. While the district implements recommendations from the fiscal audits, the district works with the colleges to ensure that revenue and expenditure will meet audit, accounting, and fiscal requirements.

▪ ***Facilities:***

- District – The vice chancellor manages the General Obligation Bond and prepares presentations for the Citizen’s Oversight Committee, administers the district’s facilities inventory and planning development, facilitates the Five Year Capital Construction Plan and capital outlay program, and prepares periodic reports to the State Chancellor’s Office and to the governing board. While the colleges are made aware of these processes and have general input, the district has the primary responsibility. The district draws all contracts, submits state reports, moves projects through the required agency approvals and maintains the approval processes through the governing board.

- Colleges – With the input of constituent on-campus groups, the colleges have significant involvement with facilities development including the Educational and Facilities Master Plan process, the selection of the architects and design of facilities to be renovated and/or new construction, selection of the construction management firm and management of the facilities development process. All recommendations are processed through each college’s Facilities Planning Committees for review and then forwarded through the district to the governing board.
- Collaborative Responsibility – The district and the colleges share responsibility for facilities maintenance to meet specific campus needs.

When addressing construction and remodel projects, the district shortlists approximately 10 competing firms which are then forwarded to the colleges for interview and final selection. After architectural and construction approval, the vice chancellor draws all contracts and works with the governing board for the approval of the contract and any subsequent change orders. The district and the colleges collaborate on scope of the project and the agreement for services. The colleges manage the process; the district manages the approvals and state reports.

On matters of scheduled maintenance, proposals are sent by the colleges to the district. The district merges and prioritizes the requests for funding within the financial limits of available funds from the state.

▪ ***Information Services:***

- District – The vice chancellor’s office is responsible for the integrated information system backbone that supports student registration and student e-mail, financial aid, human resources, etc. The district provides leadership and training in the application and implementation of any integrated software programs. The district maintains the hardware and software for the systems and provides the state reports (MIS data, Faculty Obligation, Program Improvement reports, etc.)
- Colleges – Information Technology services are a bottom-up college driven process. The colleges work in concert with the district to develop the campus budgets for Information Technology. The colleges are responsible for their networks and on-campus maintenance of the local software and repair of the equipment.

▪ ***Risk Management and Health & Safety Issues:***

- District – All claims, contracts and legal issues related to the operation of the district and the colleges are processed by the district office. The district assumes the responsibility for the management of risk related to health and safety issues.

- Colleges – Within the governing board’s guidelines, the colleges have local jurisdiction over health and safety issues on campus. The colleges are expected to meet the guidelines and parameters of the processes. The colleges are informed by the district concerning changes, claims and/or payments made. The district writes all claims contracts.

For the conduct of **Human Resources**, the Vice Chancellor of Human Resources holds monthly meetings with district human resource personnel and college directors of personnel services. In addition, the vice chancellor makes regular presentations to the Chancellor’s Cabinet (composed of constituent groups from the district and college personnel) and to the President’s Council. While the district office is primarily responsible for all human resources related to personnel policies, negotiations, hiring procedures, worker’s compensation and employee records the colleges share this responsibility and collaborate on the development of the processes and procedures necessary to complete these tasks. The district completes all state reporting, the colleges develop autonomous and individualized processes to meet the state and accreditation standards.

▪ ***Collective Bargaining Process:***

- District – The vice chancellor serves as the chief labor negotiator for academic and classified personnel, administers the collective bargaining agreements including grievances, due process, appeals and other legal procedures. The district provides training and leadership in contract administration for all collective bargaining agreements.
- Colleges – The grievance process begins at the campus level. If not resolved at this level, it moves to the district office, where assigned HR staff work with the college to address the issue. The colleges are responsible to ensure that the contract is carried out to its fullest extent and work in collaboration to this end with the vice chancellor of human resources.

▪ ***Employment and Hiring Process:***

- District – The vice chancellor advises the chancellor in the determination of staffing needs and personnel policies. The Office of Human Resources monitors the hiring process including posting of notices, advertisement and recruitment of candidates, application procedures, and the maintenance of employment records and processing all hires through to the governing board. The district coordinates all federal and state reporting. The district ensures that the required obligation for full-time faculty hires is met as determined by the State Chancellor’s Office and that the distribution among colleges is equitable and consistently administered.
- Colleges – College administrators, faculty and staff participate in the hiring, evaluation and supervision of all employees. Utilizing resource experts, the

colleges establish the criteria, qualifications and procedures for the selection of faculty, staff and administrative personnel. The colleges conduct the interviews and make the recommendation of candidates for hire. The district is responsible to forward these recommendations to the governing board for action. The colleges produce the time cards, process personnel action forms, develop the committees responsible to hire new faculty and staff.

- Collaboration – The colleges and the district office collaborate to formulate policy recommendations and to resolve operational issues.

For the conduct of **Educational Services**, the Associate Vice Chancellor of Educational Services holds monthly meetings with the Vice Presidents of Instruction and Vice Presidents of Student Services. In addition, the vice chancellor makes regular presentations to the Chancellor’s Cabinet (composed of constituent groups from the district and college personnel) and to the President’s Council. The vice chancellor coordinates instructional and student support service activities and policy implementation among the three colleges.

▪ ***Institutional Effectiveness:***

- District – The district provides comparative data, analysis and evaluation of the data to all campuses pertaining to student success, course completion rates and overall institutional effectiveness. In addition, these results are communicated to the governing board.
- College – Each college has a research office that gathers individual college data, provides analysis of that data and distributes the data to various campus interest groups including the college committees for Curriculum and Student Learning Outcomes. While the district office monitors the effectiveness of institutional practices, the colleges have the primary responsibility to accomplish effective organization and evaluation of their practices.

▪ ***Student Learning and Support Services:***

Instructional Programs

- District – The district supports the concept of academic freedom and supports those college objectives that enhance the opportunity for student learning in the classroom environment. The district regularly reviews the accuracy and consistency of policies and regulations necessary to maintain district-wide institutional effectiveness. As submitted by the colleges, the governing board approves all curricular courses and programs. The district submits all state reports and responds to state mandated regulations related to instructional and student support services. The district insures that each college develops those processes and/or responds to inquiries from the State Chancellor’s Office.
- Colleges – Through each college’s curriculum process, the college reviews and recommends programs and courses of study, conducts Program Review processes, prepares and publishes a college catalog and semester schedule of

classes. Each college establishes minimum qualifications for student graduation including general education criteria, provisions for associate degrees and occupational certificate programs. Additionally, each College provides an appropriate budget in support of the academic program and for maintaining a standard of excellence in all components. The colleges support effective student-centered learning environments and enrollment management processes, promote academic excellence and maintain appropriate faculty staff development opportunities.

- Collaboration – While each college has primary responsibility for its entire curriculum, those occupational courses and programs receiving funds from federal and/or state revenues are monitored and distributed through the district office.

Student Services:

- District - The district supports student services by developing administrative policies and procedures necessary to operate student support services. The district provides the general oversight for these policies and procedures. Through collaboration and agreement with the colleges, the district coordinates their application into a common process and practice. While the colleges are responsible for entering the data and accuracy of the student information system, the district is responsible for the coordination of student records and state reporting through the Management Information System.
  - Colleges – The colleges implement these policies and procedures by establishing the local college level practices necessary to deliver these services. The colleges support open enrollment for students, develop and maintain standards for admission and graduation.
- ***Educational Mission:***
- District – Through action by the governing board, the district develops and approves a “district” mission statement. In addition, the district approves the mission statements from each college.
  - College – Each college develops its individual mission statement through the consultation process and forwards the final document to the governing board for approval. The college president is responsible for coordinating, reviewing, and forwarding to the board any changes.