



VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
Decision-Making Handbook

VENTURA COUNTY COMMUNITY COLLEGE DISTRICT Decision-Making Handbook

Introduction

Ventura County Community College Learning Community:

The purpose of this guide is to clarify for constituents the participatory governance process used within our District. The relationship of College committees to District committees is mapped and the respective role and authority of the various governing bodies are defined.

In addition, this document outlines how employees are involved in the processes that lead to recommendations in their respective areas of responsibility and the accountability they have in decision-making. The information contained in this guide enhances our decision-making processes, making it clear how proposals move from conception to Board adoption.

VCCCD Participatory Governance Handbook Table of Contents

| | |
|--|----|
| Introduction | 1 |
| District Vision, Mission, and Values | 4 |
| Section I: Governance Principles Derived from Law and Accreditation Standards | 6 |
| The Law | 6 |
| Accreditation Standards | 7 |
| Implementation of the Law in VCCCD | 8 |
| Relationship of College Groups and District Groups | 9 |
| District Consultative Structure - | 9 |
| General Operating Agreements for District Groups..... | 9 |
| Roles..... | 11 |
| Role of the Board of Trustees | 11 |
| Role of District Chancellor | 12 |
| Role of Faculty | 12 |
| Role of Classified Staff | 13 |
| Role of Administrators | 13 |
| Role of Students..... | 14 |
| Administrative Decision-Making Bodies | 15 |
| Chancellor’s Cabinet | 15 |
| Chancellor’s Presidents Council..... | 15 |
| Chancellor’s Administrative Council | 15 |
| District Advisory and Planning Body | 17 |
| District Consultation Council..... | 17 |
| District Advisory Bodies | 19 |
| Administrative Technology Advisory Committee | 19 |
| District Council on Accreditation and Planning..... | 19 |
| District Council on Human Resources..... | 20 |
| Institutional Research Advisory Committee | 21 |
| Governance Recommending Bodies | 22 |
| District Emergency Preparedness Committee..... | 22 |
| District Technical Review Workgroup - Instructional | 23 |
| District Technical Review Workgroup – Student Services..... | 26 |
| District Council on Administrative Services | 26 |
| Instructional Technology Advisory Committee | 27 |
| Appendix I..... | 29 |
| Suggested Norms for Group Interactions | 29 |
| Section II..... | 30 |
| Functional Mapping | 30 |
| VCCCD Governance: Advisory and Recommendation Pathways | 46 |

How to Read This Document

The Ventura County Community College District (VCCCD or District) Participatory Governance Handbook (Handbook) is intended to be a useful, comprehensive guide to collaborative decision-making processes between and among faculty and staff assigned to the four sites of the District:

- District Administrative Center
- Moorpark College
- Oxnard College
- Ventura College

The Handbook begins with the statements of vision and values adopted by the Board of Trustees.

Section I describes the laws that mandate participatory governance and the concomitant philosophical commitments shared by members of VCCCD, followed by information providing the charge and membership of District groups. These bodies are formed to:

- Provide efficient and effective communications among the Colleges and the District, and
- Ensure that recommendations from the Colleges' governance bodies are heard and acted upon in a timely manner.

The District groups reflect the origin of the group and membership. All District groups report to the Chancellor.

Appendix I provides suggested norms for group interactions.

Section II contains Functional Mapping and the VCCCD Governance: Advisory and Recommendation Pathways.

District Vision, Mission, and Values

Vision

The Ventura County Community College District will become the leader in the development of high quality, innovative educational programs and services.

Keeping in mind that students come first, we will model best practice in instructional and service delivery, student access, community involvement, and accountability.

Mission

The Ventura County Community College District (VCCCD) is committed to assisting students in the attainment of its primary mission as a system of state supported two-year colleges.

The primary mission of the District is to produce student learning in lower division level academic transfer and career/vocational degree and certificate programs. Effective, efficient student support services are offered to assist in the accomplishment of the District's primary mission based on need and available resources.

Ventura County Community College District works to enhance state, regional, and local economic growth and global competitiveness within the pursuit of its primary mission. Additionally, workforce and economic development activities and services are offered based on need and available resources.

English as a Second Language instruction, remedial, adult education, and supplemental learning services that contribute to student success are offered and operated based on need and available resources.

Ventura County Community College District improves the quality of community life by offering not-for-credit, recreational, vocational, cultural, and civic programming based on community demand and available resources.

All District programs, services, and activities operate within a framework of integrated planning and budgeting. Ongoing, student learning outcome assessment and systematic program review are used to ensure District-wide excellence through sustainable, continuous quality improvement in compliance with its mission.

Values

- We base our actions on what will best serve students and the community.
- We maintain high standards in our constant pursuit of excellence.

- We recognize and celebrate creativity, innovation, and entrepreneurship.
- We demonstrate integrity and honesty in action and word.
- We communicate openly and respectfully to students, colleagues, and members of the public.
- We hire and retain personnel who reflect the diversity of the communities we serve.
- We promote inclusiveness and openness to differing viewpoints.
- We use data, research, and open discussion to drive our plans and decisions.
- We demonstrate responsible stewardship for our human, financial, physical, and environmental resources.
- We seek and maintain long-term partnerships with the communities we serve.

Section I: Governance Principles Derived from Law and Accreditation Standards

This section describes the laws that mandate participatory governance and the accreditation standards that hold institutions accountable for creating and implementing effective processes in which faculty, staff, administrators, and students collaborate in decision-making.

The Law

Governance processes within VCCCD, designed in accordance with California Education Code 70901 and 70902 and Assembly Bill 1725, are intended to ensure that decisions are based on well-informed recommendations, support sound District functioning, and are made at the level and with the participation of those who can contribute to their effectiveness, efficiency, and implementation.

According to this Code, the Board of Governors of the California Community Colleges establishes minimum standards as required by law, including, but not limited to, the following:

- Minimum standards to govern student academic standards relating to graduation requirements and probation, dismissal, and readmission policies.
- Minimum standards for the employment of academic and administrative staff in community colleges.
- Minimum standards for the formation of community colleges and districts.
- Minimum standards for credit and noncredit classes.
- Minimum standards governing procedures established by governing boards of community college districts to ensure faculty, staff, administrators, and students the right to participate effectively in district and college governance, the opportunity to express their opinions at the campus level and to ensure that these opinions are given every reasonable consideration, and the right of academic senates to assume primary responsibility for making recommendations in the areas of curriculum and academic standards.

The role of the local governing Board is to establish procedures in keeping with the minimum standards established by the Board of Governors of the California Community Colleges. In terms of governance, those procedures must ensure that:

- Faculty, staff, and students have the statutory right to participate effectively in District and College governance, and
- The Board retains its ability to be the final decision maker.

Accreditation Standards

Colleges in Ventura County Community College District are accredited by the Association of Community and Junior Colleges, the two-year higher education division of the Western Association of Schools and Colleges. Governance, as defined in these accreditation standards, supports institutional effectiveness by requiring processes in which ethical and broad-based leadership:

- Guide the accomplishment of the mission, and
- Promote ongoing dialogue focused on continuous improvement.

Governance is addressed in two components of the accreditation standards. Standard IV includes these statements most relevant to this Handbook:

- Governance roles are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designed responsibilities of the governing board and chief administrator.
- The institution establishes and implements a written policy providing for faculty, staff, administrator, and student participation in decision-making processes. The policy specifies the manner in which individuals bring forward ideas from their constituencies and work together on appropriate policy, planning, and special-purpose bodies.

The Policy and Procedures for the Evaluation of Institutions in Multi-College/Multi-Unit Districts or Systems include these statements most relevant to this Handbook:

- The integrity of the district/system programs and services falls within the scope of the institution's accreditation.
- Institutions have the responsibility to describe and display clearly the particular way functions are distributed in their unique multi-college organization.
- When a team identifies serious inadequacies in the performance of a district/system function, such a deficiency could jeopardize the accreditation of one, some, or all of the district/system colleges.

In addition to laws cited in the previous section, these accreditation standards provide a mandate for collaborative decision making and ongoing cooperation in decision making among the components in a multi-college district.

Implementation of the Law in VCCCD

Ventura County Community College District and its Colleges' governance groups strive to put into practice the spirit and principles of participatory governance. Effective participatory governance is a partnership between and among those who are charged with making recommendations and those who are held accountable for outcomes. VCCCD creates processes to foster just such a successful governance partnership. An inclusive governance structure enables members of the VCCCD community to participate in developing recommendations for consideration by the Board of Trustees.

The intent of AB 1725 and the accreditation standards is actualized at both College and District levels in such a spirit of collaboration. Functionally, the process includes a system of committee meetings and activities designed to solve challenges at levels closest to the staff and work units affected and to provide the District's Presidents and Chancellor with assistance in preparing plans, processes, and policies.

These processes work because members of the District groups and District administrative staff agree that shared responsibilities are important and are to be protected through adherence to the following mutual agreements:

1. All members of District governance, advisory, and operational groups agree to:
 - Work for the greater good of our students.
 - Use analytical skills, creativity, and expertise to further District long-range goals, effective day-to-day functioning, and students' well-being.
 - Fulfill group member responsibilities through:
 - Attendance at meetings
 - Clear articulation of constituent needs
 - Function as a team member with other members of the group
 - Follow-through on tasks
 - Report meeting outcomes back to constituent groups
 - Strive for common understanding and consensus in an atmosphere of respect. Where consensus cannot be reached, commit to present dissenting opinion(s).
 - Support the implementation of recommendations once group consensus is reached.
 - Welcome change and innovation.
2. In turn, the Chancellor agrees to support the work of District groups by making the commitment that members of District groups will have:

- Flexibility and resources needed to accomplish assigned tasks.
- Shared responsibility for outcomes.
- Praise and recognition for their work.
- Support for change and innovation.
- Access to leadership opportunities.
- Establishment of Tuesday/Wednesday college meetings and Thursday/Friday District meetings, unless necessitated by unusual circumstances.
- The Board of Trustees set their annual calendar.

Relationship of College Groups and District Groups

As independently accredited institutions, each College complies with the accreditation standards, Education Code, and Title 5 regulations on governance by developing processes for collegial consultation on each campus.

The Colleges have developed autonomous and individualized processes to generate, review, and implement recommendations on the academic and professional matters defined in law and regulation. However, when the implementation of recommendations from a College will impact the other Colleges and/or District, these recommendations are presented at the District Consultation Council. After being reviewed and considered by this District group, recommendations flow to the Chancellor and Board of Trustees or return to the College group for clarification. This does not prevent any of the Academic Senates from communicating directly with the Board of Trustees.

In addition to governance bodies, each College has created advisory and operational groups as needed to maintain smooth routine functioning and to ensure that College constituencies are informed and involved. If recommendations from the Colleges' advisory and operational groups have District-wide implications, these are brought forward for consideration at the appropriate and parallel District operational or advisory group.

District Consultative Structure - General Operating Agreements for District Groups

Operating agreements outline the rules of conduct, delegation of authority, and the roles and responsibilities of individuals who are committee members.

These District groups are not general public meetings.

While some District groups may develop operating agreements specific to its tasks as detailed later in this Handbook, there are six overall operating agreements for VCCCD groups.

1. All members of District groups understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. The group formulates recommendations to the Chancellor through consultation and are responsible to serve as a conduit for information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law.
2. Team members are committed to their group's charge and to agreed-upon norms for operating in District groups. In the first fall meeting, each governance group will:
 - Distribute and discuss the group's charge and reporting structure to the group membership's understanding of the relationship between the Colleges' governance structures and the District groups
 - Review norms for working as a team (see Appendix I for suggestions)
 - Develop operating agreements for determining recommendations
 - Review or establish task-specific operating agreements, if needed
3. Team members are committed to regular attendance and understand that matters before District groups will be acted upon irrespective of absent members.
4. District advisory and recommending groups will meet on either Thursday or Friday. The schedule for groups is established for the coming academic year in the final meeting of the preceding spring semester, subject to coordination with a master calendar established through the Chancellor's Office. Once set, the meetings may be adjusted only by consensus of the group members.
5. A record of each meeting is distributed to the Chancellor's Office, to committee members, and is posted on the District website.
6. Recommendations from all District groups are forwarded to the Chancellor. The chairs are responsible for tracking the progress of those recommendations and providing feedback to the District group on the approval, rejection, or modification of the recommendations. All District consultative bodies are expected to conduct their work efficiently and provide recommendations to the Chancellor on a timely basis. Failure to provide recommendations in a reasonable period of time may result in the Chancellor exercising his/her delegated authority to act independently.

Roles

Critical to the integrity of the College and District governance structure is that each member of the District community understands the roles, responsibilities, and accountability of each constituent group in the governance process.

Members of the District have the authority and responsibility to make recommendations in matters appropriate in scope. The scope for each constituent group outlined below is derived from several sources: the Government Code of California, California Code of Regulations, VCCCD Board Policy, District practices and procedures, and job descriptions.

Role of the Board of Trustees

The Board of Trustees are representatives of the broad community, elected to act as guardians of the public's trust. Although elected within subsections of Ventura County, Trustees serve and represent all county citizens. The Board's primary responsibility is to establish District policies that align with the Minimum Standards set by the Board of Governors of the California Community Colleges. The Board ensures that the mission and vision will be accomplished by assigning responsibilities to District employees through job descriptions. In this way, the Board remains outside the operations of the District.

The following responsibilities are stated in Education Code Section, which authorizes and defines local boards. The section also authorizes local boards to delegate their power to the chief executive officer and other college staff and committees, unless specifically prohibited by law.

1. Establish rules and regulations not inconsistent with the regulations of the Board of Governors and the laws of this state.
2. Establish policies for and approve comprehensive, academic, and facilities plans.
3. Establish policies for and approve courses of instruction and educational programs.
4. Establish academic standards and graduation requirements.
5. Employ all personnel and establish employment practices.
6. Determine budgets within legal constraints and determine the needs for tax and bond elections.
7. Manage and control district property.
8. Establish procedures for effective involvement in the local decision-making process.
9. Establish rules for student conduct.
10. Establish fees as required by law.
11. Accept grants, gifts, and scholarships.
12. Provide auxiliary services, as necessary.
13. Determine the academic calendar.

14. Participate in the Board of Governors' state consultation process.

Boards of Trustees in California delegate significant authority to the CEO, as well as to the Academic Senate according to Title 5 regulations. Effective boards limit their role to developing broad policy and providing oversight in the areas listed above, and delegate the responsibility for administrative and professional duties to the professionals in the colleges.

As a legislative body, the VCCCD Board of Trustees conducts deliberations and actions openly within the realm of public scrutiny consistent with Government Code Section 54953, also known as the Ralph M. Brown Act. Minutes are prepared for all actions taken by the VCCCD Board of Trustees to serve as the District's public record.

Role of District Chancellor

The Chancellor is the chief executive officer of the District and administrative agent of the Board of Trustees and, as such, is the District's only employee reporting directly to the Board. The Chancellor is accountable for the operation of the District and for providing policy recommendations to the Board. Further definition of the Chancellor's responsibilities is provided in the following section on the Role of Administrators and further referred to in BP 2430 Delegated Authority to Chancellor.

Role of Faculty

Full-time and part-time faculty members at each College are represented in governance by an Academic Senate. The Academic Senate at each College assumes primary responsibility for making recommendations in the areas of curriculum, academic standards, and other areas of professional and academic matters identified in Assembly Bill 1725.

The VCCCD Board of Trustees agreed in Board Policy 2510 to function with the Colleges' Academic Senates in academic and professional matters under the mutual agreement option. When the Board elects to provide for mutual agreement with the Academic Senates, and an agreement has not been reached, existing policy shall remain in effect unless such policy exposes the District to legal liability or fiscal hardship. In cases where there is no existing policy, or when legal liability or fiscal hardship requires existing policy to be changed, the Board may act, after a good faith effort to reach agreement, only for compelling legal, fiscal, or organizational reasons.

Through the three Academic Senates and their College governance structure, recommendations are made to the administration of its College and the District on the following specific academic and professional matters:

- Curriculum, including establishing prerequisites and placing courses within disciplines;
- Degree and certificate requirements;
- Grading policies;
- Educational program development;
- Standards or policies regarding student preparation and success;
- District and College governance structures, as related to faculty roles;
- Faculty roles and involvement in accreditation processes, including self-study and annual reports;
- Policies for faculty professional development activities;
- Processes for program review; and
- Processes for institutional planning and budget development
- Other academic/professional matters, mutually agreed upon between the Board of Trustees and the Academic Senate.

Academic Senates have a statutory requirement to confer with students in their respective areas of responsibility.

Consultation is required on processes in program review, planning, and budgeting. Consultation is not required on the content of program review, planning, and budgeting.

Academic Senates appoint faculty members to appropriate District groups. American Federation of Teachers, Local 1828 appoints faculty members to specific groups through the agreement between the Ventura County Community College District and American Federation of Teachers Local 1828.

Role of Classified Staff

Classified staff members include College and District employees in a wide range of positions. Classified staff members are provided with opportunities to participate in the formulation and development of District and College recommendations as well as in the processes for developing recommendations that have or will have a significant effect on them.

SEIU recommends classified representatives for appointments to specific groups as identified through the agreement between the Ventura County Community College District and Service Employees International Union Local 99.

Role of Administrators

Administrators are defined as college presidents, vice chancellors, college executive vice presidents, college vice presidents, deans, classified managers, and classified supervisors. The job descriptions for College and District administrators assign specific roles for administrators. Administrators are appointed to committees based on function or position or appointed by the

College President or Chancellor. Administrators address issues of District-wide impact, including governance recommendations, operational matters to ensure alignment of practices, cross-District communication, uniform application of policies and procedures, progress on District goals, and Board support in District-wide planning processes.

Role of Students

Students at each College are represented by an Associated Student Government organization composed of elected officers. Each College's student government organization operates in accordance with its own constitution and bylaws and is responsible for appointing student representatives to serve on District councils. In their role representing all students, they offer opinions and make recommendations to the administration of the College and to the Board of Trustees with regard to District and College policies and procedures that have or will have a significant effect on students. Those areas are specifically defined as:

- Grading policies;
- Codes of student conduct;
- Academic disciplinary policies;
- Curriculum development;
- Courses or programs which should be initiated or discontinued;
- Processes for institutional planning and budget development;
- Standards and policies regarding student preparation and success;
- Student services planning and development;
- Students fees within the authority of the District to adopt; and
- Any other District and College policy, procedure, or related matter that the District Board of Trustees determines will have a significant effect on students.

Except in unforeseeable, emergency situations, the governing board shall not take action on a matter having a significant effect on students until it has provided students with an opportunity to participate in the formulation of the policy or procedure or the joint development of recommendations regarding the action.

Associated Student Government has a statutory requirement to confer with faculty in their respective areas of responsibility.

Administrative Decision-Making Bodies

Chancellor's Cabinet

The Chancellor's Cabinet discusses issues of District-wide impact, including governance recommendations, operational matters to ensure alignment of practices, cross-District communication, uniform application of policies and procedures, progress on District goals, and Board support in district-wide planning processes. Items that require consistent implementation that emerge from Chancellor's Cabinet discussions are communicated to the College and District Administrative Center personnel as appropriate.

Chair: District Chancellor

Members: College Presidents
Vice Chancellor, Business and Administrative Services
Vice Chancellor, Human Resources
Director of Administrative Relations

Typically, Chancellor's Cabinet meets weekly, or as needed.

Chancellor's Presidents Council

The Presidents Council discusses issues specific to the coordination of activities that may impact all three colleges, and provides a venue to improve cross-district communication. Items that require consistent implementation that emerge from President's Council discussions are communicated to the College and District Administrative Center personnel as appropriate.

Chair: District Chancellor

Members: College Presidents

Typically, Chancellor's Presidents Council meets monthly, or as needed.

Chancellor's Administrative Council

The Chancellor's Administrative Council complements the work of the Chancellor's Cabinet as a venue to improve cross-district communication through the inclusion of the perspectives of additional senior college administrators, especially on operational matters. The Council holds discussions specific to the coordination of activities that may impact all three Colleges and the District Administrative Center. Items that require consistent implementation that emerge

from the Chancellor's Administrative Council are communicated to the College and District Administrative Center personnel as appropriate.

On a periodic basis, Chancellor's Cabinet meets with Chancellor's Administrative Council.

Chair: District Chancellor

Members: College Presidents
College Executive Vice Presidents
College Vice Presidents, Business Services
Vice Chancellor, Business and Administrative Services
Vice Chancellor, Human Resources
Director of Administrative Relations

Typically, Chancellor's Administrative Council meets monthly, or as needed.

District Advisory and Planning Body

District Consultation Council

The District Consultation Council is the representative body designed to facilitate cross-District communication, support the governance processes at each College, and assist in District governance as described in the accreditation standards.

The District Consultation Council facilitates and integrates communication across the four sites of the District by:

- Reviewing the Board agenda prior to action by the Trustees;
- Recommending appropriate participatory governance structures for the District, and monitoring and assessing effectiveness of the implementation of said governance structures;
- Receiving and analyzing recommendations from College governance bodies and determining the appropriate next step for such recommendation;
-
-

Constituent agreement/disagreement on Board items discussed in Consultation Council are noted as a Board informational item in the Chancellor's summary statement "Chancellor's Recommendations of Board of Trustees Agenda." Discrete agenda items presented to the Board in areas of senate primacy contain advisory recommendations and comments from Chancellor, President, Executive Vice President, and Dean.

The Chancellor has the right to accept, reject, or modify recommendations from the District Consultation Council. When the Chancellor rejects or modifies a recommendation from the District Consultation Council, he/she informs that group of the objections to their recommendation. The Academic Senates and Associated Student Governments (ASG) retain the right to present their comments on the Chancellor's recommendation directly to the Board of Trustees.

The authority of the District Consultation Council is limited by the scope of delegated Board authority to the Chancellor, collective bargaining agreements, and constituent group authority as provided by law. This council meets once per month, unless it is necessary to hold an additional meeting. The District Consultation Council engages in a formative assessment of its processes annually.

Members understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate

recommendations to the Chancellor through consultation and are responsible to serve as a conduit for information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation as defined in Appendix III of this Handbook.

Chair: District Chancellor

Members: Vice Chancellor, Business and Administrative Services
Vice Chancellor, Human Resources
Director of Administrative Relations
One Executive Vice President, (appointed by the Chancellor)
One District Classified Representative
One Classified Confidential Representative

From Each College:

College President
Academic Senate President or designee
Classified Senate President
Associated Student Government Representative

From the Collective Bargaining Units:

AFT President
SEIU President

Typically, the council meets monthly, or as needed.

District Advisory Bodies

Administrative Technology Advisory Committee

The Administrative Technology Advisory Committee (ATAC) advises the Chancellor on technology planning and priority setting for all technologies not used in the teaching/learning process, including Banner enhancements, with the exception of the distance-learning platform. Such activities may include, but are not limited to, evaluating and prioritizing tasks, including implementation timelines and the identification of needed resources; setting priorities for fiscal and staff resources; and making recommendations to revise business processes and functionalities to improve procedures and productivity.

Ad hoc committees are assigned specific components of projects as needed.

Chair: Associate Vice Chancellor, Information Technology

Members: Vice Chancellor, Business and Administrative Services
Vice Chancellor, Human Resources
Director of Administrative Relations
District Information Technology Project Support Staff

From Each College:

Executive Vice President (or designee)
Vice President, Business Services

Typically, the committee meets bi-monthly, or as needed.

District Council on Accreditation and Planning

District Council on Accreditation and Planning (DCAP) is a sub-group of Consultation Council and advises the Chancellor, through Cabinet and the District Consultation Council on:

- matters pertaining to the development, monitoring, compliance and evaluation of District-wide planning, accreditation cycle activities, and objectives;
- review of Board policy and corresponding procedures; and
- District-wide strategic planning for the District.

Members understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate recommendations to the Chancellor through consultation and are responsible to serve as a conduit for information and the catalyst for discussion on topics raised

at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation.

Chair: Appointed by the Chancellor (currently Chancellor's Designee)
Faculty Co-Chair (from DCAP membership)

Members: District Administrative Center Representative
Vice Chancellor, Business and Administrative Services
Vice Chancellor, Human Resources
Director, Administrative Relations

From Each College:

College President
Academic Senate President or designee
Accreditation Liaison Officer
Classified Senate President or designee

Typically, this committee meets monthly.

District Council on Human Resources

The District Council on Human Resources (DCHR) is advisory to the Chancellor on human resources policies and procedures. This charge includes:

- Develop the first draft of Board policies on human resources;
- Develop the first draft of District procedures to implement the related Board policies on human resources;
- Review implementation processes that accompany innovations in technology to support human resources; and
- Facilitate discussion on common interests among the three colleges with regard to human resources issues.

Chair: Vice Chancellor, Human Resources

Members: President (designated by the Chancellor)
Human Resources Department Manager(s)
AFT Representative

From Each College:

Executive Vice President
Academic Senate President or designee
Classified Representative (appointed by SEIU)

Typically, the committee meets monthly during the academic year.

Institutional Research Advisory Committee

Research is conducted at the college using uniform Districtwide data elements sustained by the Information Technology department. Comprehensive research is not performed at the District; however, standardized data and reporting structures are agreed upon through the District's Institutional Research Advisory Committee (IRAC) [formally Institutional Research Committee]. IRAC is charged with supporting District and college decision-making in the areas of enrollment management, planning, academic program review, performance and outcomes assessment, accreditation, and organizational development. IRAC functions include coordination of research activities, developing, evaluating and regularly distributing basic community demographic information and performance indicators through the District-supported DataMart; and assisting to ensure correct and complete MIS data collection and submission to the California Community College System Office.

In addition, the Chancellor's appointed chair of the District Council of Accreditation and Planning (DCAP) is responsible for providing requests to IRAC in support of DCAP's authorized functions and activities.

The Colleges are responsible for the development and assessment of student learning outcomes and service unit outcomes in accordance with accreditation standards. Although each College has developed its own process and schedule for the development and the assessment of course, program and institution-level student learning outcomes, a common method for tracking data on the progress made is maintained. The Colleges are also responsible for developing and evaluating the data elements called for through their site-specific program review models.

Chair: Associate Vice Chancellor, Information Technology

Co-Chair: College Institutional Researcher

Members: One Senior Programmer Analyst
One Data Analyst (DAC)
One College Technical Data Specialist
Others as determined by the Chancellor

From Each College:
College Institutional Researcher

Typically, the committee meets as needed.

Governance Recommending Bodies

District Emergency Preparedness Committee

Under direction of the Chief of Police and the Director of General Services, the District Emergency Preparedness Committee (DEPC) makes recommendations to the Chancellor's Cabinet related to emergency preparedness and safety.

The committee maintains the District's Emergency Preparedness and Response Plan as mandated by the State of California, Office of Emergency Services. The plan is designed to effectively coordinate the use of college and community resources to protect life and property immediately following a major natural, accidental disaster or emergency, and continuity of campus operations. The plan provides for multiple level emergency response organization and is intended to structure and facilitate the flow of emergency information and resources within and between organizational levels.

Committee responsibilities include updating the emergency plan, coordinating all training and exercises, developing standard operating practices, review of threat assessment reports, and maintaining emergency response teams at each college and the District Administrative Center. The committee also coordinates the management of emergency resources, including supplies, equipment, technology, consultants, and training facilitators.

Chair: Chief of Police

Co-Chair: Director of General Services

Members: Associate Vice Chancellor, Information Technology
Director of Administrative Relations
Director of General Services
Director, Fiscal Services
Others as determined by the Chancellor

From Each College:

Vice President, Business Services
College Incident Commander
Director of Facilities, Maintenance and Operations
Police Lieutenant
Coordinator, Student Health Services

Typically, the committee meets as needed.

District Technical Review Workgroup - Instructional

The purpose of the District Technical Review Workgroup - Instructional (DTRW-I) is:

- To put into practice the collaboration of faculty and District administration in ensuring the technical and legal accuracy of new and substantively revised courses and programs approved by each College's Curriculum Committee; and
- To safeguard the primacy of each College Curriculum Committee and the College faculty in the design and modification of courses and programs.

The DTRW-I is an advisory group to the Chancellor through Cabinet and the District Consultation Council. It reviews curriculum submitted by the three VCCCD College Curriculum Committees. The DTRW-I is responsible for reviewing new and substantively revised courses and programs prior to submission through Cabinet and Consultation Council to the Chancellor and the Board of Trustees. DTRW-I is responsible for ensuring the technical and legal accuracy of all components of new and substantively revised courses and programs. In addition, the DTRW-I may choose to review and provide advice on questions regarding the interpretation of curricular regulations. To fulfill these charges, members of this workgroup are assigned responsibility for remaining current on all regulations and laws related to curriculum.

In addition to the general operating agreements for District groups included previously in this Handbook, DTRW-I follows these additional operating agreements:

- Membership in DTRW-I for the following academic year will be chosen in the spring to ensure:
 - The members are prepared to meet as early as needed in the fall;
 - There is sufficient time for summer training on curriculum; and
 - There is sufficient time for members' schedules to be adjusted, if needed, to accommodate the DTRW-I meeting schedule.
- The Colleges' Curriculum Committees forward new and substantively revised courses, degrees, and certificates to the DTRW-I for review no later than 5:00 p.m. on the third Friday of each month. Each College will submit one packet via the DTRW-I email address. Revisions to this packet made after the submission date will be deferred to the following DTRW-I meeting.
- Substantively revised courses are presented to the DTRW-I in conventional legislative format, with each College's current catalog as the foundational document. If there is a proposed revision to a course that is

not yet published in the College catalog, the Executive Vice President from that College will bring the current course outline.

- When the DTRW-I determines that element(s) of a new or substantively revised course or program do not comply with regulation or law, the DTRW-I, via the Colleges' representatives, shall advise the College Curriculum Committee of the variance, citing specific authority. The College Curriculum Committee shall duly consider the advice of the DTRW-I.
- Should the College Curriculum Committee's determination vary from the advice of the DTRW-I, documentation articulating the varying interpretations of technical/legal point(s) in dispute are forwarded to Cabinet.
- New and substantively revised courses and programs will be placed on the Board Agenda only after approval by the originating College Curriculum Committee and review by DTRW-I.
- Course and program activity requiring DTRW-I review and Board approval are:
 - Curricular matters involving international travel
 - All new degrees, certificates, and awards
 - Deleted degrees, certificates, and awards
 - Substantial revisions of degrees, certificates, and awards
 - All new courses
 - Substantial revisions of courses, including changes to:
 1. Title (if substantial)
 2. Units and/or Hours (if increased)
 3. Description (if substantial)
 4. Prerequisite(s) and/or Corequisite(s) (if substantial)
 5. Fees required
 6. Course repetition (added or increased)

Course and program activity requiring College Curriculum Committee review only are:

- Non-substantive revisions to degrees, certificates, and awards
- Deleted courses
- Experimental courses (offered for only one year)
- Reintroduced courses (deleted within past two years) with no substantial revisions
- Non-substantive revisions of courses including changes to:

1. Course ID (discipline name or abbreviation plus alphanumeric designation)
 2. Title (if modest – e.g., Black Literature to African American Literature)
 3. Units and/or Hours (if no increase)
 4. Prerequisite(s) and/or corequisite(s) (correction, reduction, elimination)
 5. Recommended preparation
 6. Description (if non-substantive)
 7. Fees (removed)
 8. Course repetition (reduced or removed)
 9. Field trips (required or may be required or removed)
 10. Former course ID (pro forma with revision of course ID)
 11. Co-designation (same as)
 12. Pass/No Pass only (no letter grade)
 13. Not applicable for degree credit
 14. Transfer credit
 15. Distance education
- The Board Agenda template for new and substantively revised courses and programs will include the notation “Reviewed by –Chancellor’s Cabinet.”

Members understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate recommendations to the Chancellor through consultation and are responsible to serve as a conduit for information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation as defined in Appendix III of this Handbook.

Chair: The Chancellor appoints a member to serve as the administrative chair on this workgroup. This member co-chairs the workgroup with a faculty member.

Co-Chair: The home College for the faculty co-chair is rotated among the three Colleges, and the maximum term for a faculty co-chair is up to two years.

From Each College:
 Executive Vice President
 Faculty Co-Chair of the College Curriculum Committee
 Articulation Officer
 Academic Senate President or designee

Typically, this workgroup meets monthly during the academic year.

District Technical Review Workgroup – Student Services

The District Technical Review Workgroup (DTRW-SS) is an advisory group to Cabinet and the District Consultation Council. It is responsible for the review and development of Board policies, administrative procedures and standard operating practices in the student support area prior to submission through Cabinet and the District Consultation Council to the Chancellor and Board of Trustees. It may also serve as a body providing operational and procedural advice to Cabinet and the District Consultation Council for issues that impact students district-wide.

Members understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate recommendations to the Chancellor through consultation and are responsible to serve as a conduit for information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation as defined in Appendix III of this Handbook.

Chair: The Chancellor appoints an Executive Vice President as chair. This member co-chairs the workgroup with a faculty member.

Co-Chair: The Co-Chair position is rotated annually among the three Colleges. The maximum term for a co-chair selected by the group is up to two years.

From Each College:

- Dean, (Student Services)
- Associated Student Government Representative
- Registrar
- Articulation Officer or non-instructional designee
- Academic Senate President or designee

Typically, this workgroup meets monthly during the academic year.

District Council on Administrative Services

The District Council of Administrative Services (DCAS) recommends to the Chancellor through the Cabinet and the District Consultation Council on budget policy, development, and implementation, including, but not limited to, the District allocation model, business policies, and procedures.

Members understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate

recommendations to the Chancellor through consultation and are responsible to serve as a conduit for information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation.

District budget office staff provides support to DCAS.

Chair: Vice Chancellor, Business and Administrative Services
Faculty Co-Chair

Members: One AFT Representative
One Executive Vice President (appointed by the Chancellor)

From Each College:

Vice President, Business Services
Academic Senate President or designee
Classified Representative
Student Representative, as appointed by Associated Student Government

Typically, this committee meets monthly.

Instructional Technology Advisory Committee

The Instructional Technology Advisory Committee (ITAC) advises the Chancellor on technology planning and priority setting for all technologies used in the teaching/learning process. Such activities may include, but are not limited to, evaluating and prioritizing tasks, including implementation timelines and the prioritization of needed resources; and making recommendations to develop, review, and revise instructional technology processes and practices to improve student learning.

Ad hoc committees are assigned specific components of projects as needed for all instructional technology.

Chair: Associate Vice Chancellor, Information Technology

Co-Chair: The home College for the faculty co-chair is rotated among the three Colleges, and the maximum term for a faculty co-chair is one year.

Members: District Information Technology Project Support Staff, as needed

From Each College:

Executive Vice President (or designee)

Instructional Support Staff (up to 2)
Faculty Members (up to 3)

Guest/Resources:

District Information Technology Project Support Staff

The committee meets once per month during the academic year.

Appendix I

Suggested Norms for Group Interactions

The following are suggested norms for Ventura County Community College District governance groups. In the first fall meeting, each governance body will review this list, which the group will adopt or modify.

- Come prepared to present and participate;
- Listen to the contributions and reactions of fellow committee members;
- Avoid sidebar conversations;
- Refrain from interrupting;
- Commit to achieving the committee's purposes;
- Keep actions purposeful;
- Make sure the recorder expresses the intent of the committee members;
- Take responsibility for changing one's own non-constructive habits or negative attitudes;
- Present positions as clearly as possible and avoid blindly arguing for individual ideas;
- Avoid changing one's mind just to agree and avoid conflict. Support only ideas one can live with;
- Acknowledge and accept differences of opinion that improve committee chances of reaching the best solution;
- When the team reaches a stalemate, look for the next most acceptable alternative that all team members can live with;
- Value the unity of the committee; and
- Share meeting records and information with your constituency group(s).
- Maintain professional and respectful communication.
- Share opinions without fear of retribution.

Section II



Ventura County Community College District Moorpark College • Oxnard College • Ventura College

Functional Mapping

This document describes and explains the areas of functional responsibility between District Administrative Center (District) and the colleges within Ventura County Community College District (VCCCD), including Moorpark College, Oxnard College and Ventura College. It also includes the District's cross-college communication and advisory structures in the form of committees, councils, and task forces.

Functions that are the responsibility of the District are intended to provide for efficiency and continuity of services and programs. Compliance and functions that are statutorily required are also the responsibility of District operations. The provision of educational programs, student support services, direct campus operations, and various ancillary functions are the responsibility of the colleges.

ACADEMIC AFFAIRS/STUDENTS

District – District Technical Review Workgroup - Instructional Colleges – Executive Vice Presidents

Curriculum development, as well as provision of academic programs, is the responsibility of the colleges' Executive Vice Presidents. The District Technical Review Workgroup – Instructional advises the Chancellor and administration through Cabinet and the District Consultation Council regarding instructional program development and related Board policies, administrative procedures, and standard operating practices. The workgroups facilitate the coordination of the District college programs and reviews institutional offerings for redundancy, growth and development.

BOARD POLICY AND ADMINISTRATIVE REGULATIONS

Board of Trustees

VCCCD is governed by a five-member locally elected Board of Trustees (Board) and a student Board member. The five trustees are elected in even-numbered years to four-year terms by the voters of Ventura County. The Board is responsible for adopting policies that govern the business of the District and its colleges. The Chancellor, the District's Chief Executive Officer, is responsible for carrying out policies approved by the Board.

Development and review of policies and procedures are collegial efforts involving a variety of participatory governance groups. For policies and regulations that affect academic matters, the Board relies primarily on the academic senates; on matters defined as within the scope of bargaining interests, the Board follows the requirements of negotiations. For administrative matters, the Board relies primarily on staff recommendations with input from various constituencies in the development and review process. The general public may comment at public board meetings on any policy consideration before the Board.

The role of the Board is to establish policies and procedures in keeping with the minimum standards established by the Board of Governors of the California Community Colleges, the California Education Code, and Title 5 Regulations. Existing policies and procedures appear in the Ventura County Community College District Board Policy Manual. Operating under Brown Act rules, the Board conducts policy development and administrative oversight of the District through (1) public board meetings, and (2) the delegation of authority to the Chancellor. Through the Board's delegation of administrative authority, the Board holds the Chancellor accountable for the administration of policies adopted by the Board and the conduct of District business (Board Policy 2430). The Board supports District personnel in the completion of their duties and ensures they have the requisite responsibility, adequate resources, and necessary authority to perform their assigned work tasks effectively.

Chancellor

The Chancellor is the Chief Executive Officer of the District and is responsible for the administration of the district in accordance with the policies established by the Board. The execution of all decisions made by the Board requiring administrative action is the responsibility of the Chancellor.

As a multi-college district, the Chancellor, serving as the Board's Chief Executive Officer is the District's chief administrator. With broad discretionary powers, the Chancellor reports directly to the 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, fiscal affairs, and legislative relations. The Chancellor is responsible for providing policy recommendations to the Board, strategic planning, establishing, and maintaining an effective and efficient organization, educational leadership to the colleges, and for supporting District policies with state and local constituencies.

Vice Chancellor, Business and Administrative Services

The Vice Chancellor, Business and 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 construction projects funded by the recent general obligation bond issue. The Vice Chancellor, Business and Administrative Services chairs and works with District-wide participatory governance groups and committees and serves as a member of Chancellor's Cabinet executive team and District Chancellor's Consultation Council.

Vice Chancellor, Human Resources

The Vice Chancellor, Human Resources reports directly to the Chancellor and is the Chief Human Resources Officer for the District. The Vice Chancellor, Human Resources provides leadership and accountability for human resources functions, including the development of human resources policies and procedures, labor relations, employee relations, contract administration, staff training and development, benefit administration, recruitment, hiring, classification, compensation, worker's compensation, records management and human resources information systems, and legal compliance. The Vice Chancellor, Human Resources works with and chairs District-wide participatory governance groups and committees, serves as a member of the Chancellor's Cabinet executive team and District Chancellor's Consultation Council, acts as liaison to the Personnel Commission, and serves as chief negotiator for the District, representing the Board.

Presidents

The Presidents are the chief executive officers of the colleges and report directly to the Chancellor. The Presidents are responsible for day-to-day operations of the total college programs and provide leadership and coordination for the college community. The three Presidents serve as members of the Chancellor's Cabinet executive team and District Chancellor's Consultation Council.

The Chancellor has delegated certain powers and duties to the college Presidents. In turn, each President provides leadership and advocacy for his or her campus at both the local and District level and is responsible and

accountable for the institution's programs, services, and operations. The Presidents are responsible to the Chancellor to ensure the appropriate implementation of District policies. Additionally, each college President represents his or her college in the communities served by the college and is responsible for maintaining effective communication among faculty, students, staff, and administration. The Presidents are responsible for working with constituent communities in the review of current District policies and administrative procedures.

Personnel Commission

The Personnel Commission prescribes, amends, and interprets rules and regulations to ensure the efficiency of the classified service, conducts recruitment and selection processes for classified employees, and maintains a classification plan, including conducting classification studies. The Personnel Commission also investigates and hears appeals of permanent classified employees who have been suspended, demoted, or dismissed.

Division of Responsibility

The Board delegates to the Chancellor the executive responsibility for administering the policies adopted by the Board and executing all decisions requiring administrative action. 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 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 colleges and the District. The colleges have broad oversight of instructional responsibilities while the District primarily ensures compliance with applicable statute and regulatory parameters.

BUDGET DEVELOPMENT AND REPORTING

District – Vice Chancellor, Business and Administrative Services Colleges – Vice Presidents of Business Services

The Board delegates budget development to the District under the leadership of the Vice Chancellor, Business and Administrative Services. While the Board retains its fiduciary responsibility for fiscal oversight, the District is responsible for establishing and maintaining the budget, in consultation with the colleges.

The District develops the annual Budget Assumptions and establishes the revenue and District-wide fixed cost budgets. A formula for the distribution of funds to the colleges and other District operations has been established through a participatory process. This formula has been refined annually with input from the District-wide budget development committee comprised of faculty leaders, classified staff, and administrators throughout the District. Once funds are distributed, the colleges and administrative departments are responsible for the planning and budgeting of college priorities as well as the expenditure and monitoring of funds within the constraints of local, state, and federal laws.

The District budget office also maintains position control and provides state budget reporting, attendance accounting, Management Information Systems (MIS), and Integrated Postsecondary Education Data Systems (IPEDS) reporting.

Once funds are distributed, the colleges and administrative departments are responsible for the planning and budgeting of college priorities as well as the expenditure and monitoring of funds within the constraints of local, state, and federal laws. The Vice Presidents of Business Services allocate college discretionary funds to departments, disciplines, and programs and initiate any requirements for new accounts or changes in allocations to accounts that do not affect the overall college discretionary fund.

CLASSIFICATION AND COMPENSATION

District – Vice Chancellor, Human Resources Colleges – Presidents, Executive Vice Presidents, Vice Presidents, Deans, Directors

Under direction of the Vice Chancellor, Human Resources and the Personnel Commission, the Director of Employment Services/Personnel Commission oversees the functions of classification and compensation, including conducting position classification studies, establishing classifications, and recommending salaries. College administrators are responsible for assigning responsibilities to positions, which provides the basis for position classifications.

COMMUNITY INVOLVEMENT

Citizens Advisory Body

The Citizens Advisory Body provides community input and feedback to the Board of Trustees in the preparation of its Districtwide planning. The community body assists the Board in the evaluation of the District's effectiveness in meeting educational excellence and operational efficiency and acts as a vehicle to which the Board communicates its expectations of organizational excellence and integrity.

The Citizens Advisory Body consists of 20 members who serve a three-year term; members may serve multiple terms. Individual Trustees recommend up to four community members to the full Board for approval. Members are recommended for their broad community standing, professional experience, and/or public service.

The Board of Trustees confers with the community body several times a year, typically in the preparation of its District plan and as a follow-up in evaluating its success in meeting Board goals and objectives.

College Foundations

The three college foundations are 501(c)(3) charitable organizations that support and advance the educational and student services provided by the colleges. At each college, the Foundation Board of Directors is the organizational authority for the Foundation and includes public members and institutional members. The Foundations raise and distribute funds for student scholarships and special projects.

Citizens Oversight Committee

The Citizens Oversight Committee (COC) was established in May 2002 as a result of the passage of Measure S, a \$356.3 million bond issue for construction and rehabilitation of facilities on the three college campuses and the Camarillo site. The COC has statutory responsibility to inform the public concerning VCCCD's expenditure of revenues received from the sale of Measure S bonds. The COC also is responsible for the preparation and presentation of an annual report to the Board related to the Measure S Bond program expenditures and activities. Seven members serve on the COC, representing groups such as student government, the business community, senior citizens' organization, a taxpayers' organization, and a foundation member affiliated with the VCCCD.

CONTRACT ADMINISTRATION AND LABOR RELATIONS

District – Vice Chancellor, Human Resources

Colleges – Presidents, Executive Vice Presidents, Vice Presidents, Deans, Directors

The Vice Chancellor, Human Resources serves as chief negotiator for the District, representing the Board. The Vice Chancellor, Human Resources has primary responsibility for contract administration and ensuring compliance. College managers are responsible for adhering to contract provisions and researching and responding to alleged contract violations. Representative college managers also serve as members of the District's negotiation team and provide input regarding changes needed in contract language.

ECONOMIC AND WORKFORCE DEVELOPMENT

District – Chancellor

Colleges – Presidents, Executive Vice Presidents, Vice Presidents

Economic and Workforce Development is a District-wide operation under direction of the Chancellor. The Division of Economic Development has primary responsibility for developing and administering District-wide economic, not-for-credit career education, and workforce development programs that serve local workforce needs. Responsibilities include providing assessment, testing services, and customized, training; responding to mandated training requirements and new legislation; outreach to high schools, special populations, and the community; and creating and maintaining partnerships with various business and industry organizations to address local workforce education and training needs.

The District and colleges work collaboratively to implement strategies for achieving college goals and objectives related to career, occupational, and workforce education. Input and request for Economic Development services are made through the President of each college within the Chancellor's Cabinet.

EMERGENCY PLANNING

District – Vice Chancellor, Business and Administrative Services

Colleges – Presidents, Incident Commander, Emergency Response Team

Under direction of the Vice Chancellor, Business and Administrative Services, the Chief of Police, with shared responsibility with the Director of General Services and Associate Vice Chancellor, Information Technology, implements and coordinates the District's emergency plan as mandated by the State of

California, Office of Emergency Services. Responsibilities include updating the emergency plan, coordinating all training, maintaining emergency response teams, and maintaining inventory of emergency equipment and supplies.

The District maintains an Emergency Preparedness and Response Plan, with emergency response teams at each college and the District Administrative Center. The plan is designed to effectively coordinate the use of college and community resources to protect life and property immediately following a major natural, accidental disaster or emergency, and continuity of campus operations. The plan provides for multiple level emergency response organization and is intended to structure and facilitate the flow of emergency information and resources within and between organizational levels: field response, local government, and operational areas and regions.

Each college Incident Commander provides management of the college Emergency Response Team and provides support to the college President during an emergency. The colleges' Incident Commanders also work with the District Administrative Center to provide training and technical expertise to faculty, staff, and administration in areas of safety, environmental health, and emergency services.

EMPLOYEE BENEFIT ADMINISTRATION

District – Vice Chancellor, Human Resources

The Vice Chancellor, Human Resources is responsible for benefit administration, including carrier negotiations and directing broker activities.

EMPLOYEE RELATIONS

District – Vice Chancellor, Human Resources

Colleges – Presidents, Executive Vice Presidents, Vice Presidents, Deans, Directors

Under direction of the Vice Chancellor, Human Resources, the District Director of Human Resources Operations administers the employee performance and evaluation function and provides counsel and direction to college managers and other District departments. College administrators are primarily responsible for employee performance management and evaluation.

FACILITIES

District – Vice Chancellor, Business and Administrative Services Colleges – Vice Presidents of Business Services

The District has the responsibility for oversight and coordination of all procurement, construction, maintenance, and operations of all VCCCD facilities and construction projects. The Director of Facilities, Maintenance, and Operations under the leadership of the Vice President, Business Services, coordinates contracts, leases, facilities planning, construction, and maintenance and operations at each college. As a part of its overall academic planning process, each college develops a facilities master plan and scheduled maintenance priorities that reflect the integration of the educational and student support needs of the institution. When combined, these plans form the basis for master planning and facilities development at VCCCD.

The District is also responsible for a major construction program as a result of the passage of a local bond initiative (Measure S) which includes the procurement and construction of several major facilities and significant upgrading of infrastructure throughout VCCCD. The District has elected to “outsource” this program utilizing the services of a consultant who, reporting to the Chancellor and the Board of Trustees, works very closely with college leadership in the design, planning, and build-out of each project and who in turn oversees the construction and delivery of the individual projects. As a part of this program, the District is also responsible for fulfilling its statutory responsibilities by reporting and responding to the Measure S Citizens’ Oversight Committee on all matters pertaining to bond projects.

FISCAL OVERSIGHT

District – Vice Chancellor, Business and Administrative Services Colleges – Vice Presidents of Business Services

The District has primary responsibility for administering policy and procedures related to the expenditure of funds and has full audit compliance responsibility. Once a budget is developed and approved by the Board, the colleges have autonomy in determining campus expenditures so they can fulfill the college missions. The District is responsible for the annual audit and works with the colleges to ensure that revenue and expenditure management conforms to appropriate accounting practices and statutes. The District provides for central coordination of purchasing, accounting, grants, and contract management, accounts payable, and payroll activities. The District is fiscally independent.

GRANTS ADMINISTRATION

District – Vice Chancellor, Business and Administrative Services Colleges – Presidents, Executive Vice Presidents, Vice Presidents

Grant development is a shared responsibility between the colleges and the District. The colleges identify grant funding/renewal opportunities and intent to participate. The District reviews grant funding/renewal requests for viability, fiscal compliance, and college mission alignment and advances requests for consideration and approval to the Chancellor's Cabinet. If approved, the District submits grant proposals to the funding agencies. The colleges implement and manage their projects, including monitoring budgets and completing required reporting. The District provides ongoing technical assistance through project closeout.

INFORMATION TECHNOLOGY

District – Vice Chancellor, Business and Administrative Services College – Vice Presidents of Business Services

Information technology and computing services support are provided by the District's IT Department, with personnel located at the District Administrative Center and at each college. The District Information Technology organization provides support for the District's administrative computing, networking infrastructure, telecommunications, data center operations, web services, central Help Desk, and support and development for District-wide applications. Support for local campus applications and instructional labs and classrooms at the colleges are provided by IT personnel located at the college.

The Associate Vice Chancellor, Information Technology reports to the Vice Chancellor, Business and Administrative Services. At the colleges, the College Technology Services Supervisor reports to the Associate Vice Chancellor, Information Technology located at the District, with liaison responsibility to the College Vice President, Business Services. Operational responsibility for the Finance Systems and the Human Resources System resides with the respective Vice Chancellor for each functional area. Operational support for the Student Information System resides at the colleges under the respective Executive Vice President. Technology security is the responsibility of the District.

LEGAL SERVICES

District – Vice Chancellor, Business and Administrative Services and Vice Chancellor, Human Resources

The Vice Chancellor, Business and Administrative Services and the Vice Chancellor, Human Resources are responsible for legal compliance and mandates, managing current and potential litigation, investigations, and resolutions, and overseeing reporting, monitoring, and training.

PLANNING

District – Board of Trustees, Chancellor, Chancellor’s Designee Colleges – Presidents

The Board of Trustees engage in in-depth strategic planning and goal setting activities on a six-year cycle, with an opportunity for mid-cycle adjustments at Year Three. Planning and goal setting result from dialogue with college and District personnel, and the Board of Trustees’ Community Advisory Body, which includes representatives from area agencies, businesses, professional organizations, and the educational community. The Chancellor receives annual reports on the status of the strategic plan and goal implementation. Periodic reports are provided to the Board regarding progress in meeting goals and objectives during Board meetings and Board planning sessions.

District Council on Accreditation identifies organizational effectiveness data elements needed to monitor progress toward Board goals.

Planning for the District Administrative Center is led by the Chancellor.

Planning for the Colleges is led by the Presidents, using processes developed at each College in concert with the Academic Senates and involving all campus constituent groups.

POLICE AND COLLEGE SAFETY

District – Chief of Police Colleges – Vice Presidents of Business Services and Police Lieutenants/Sergeant

Campus safety, traffic, and parking operations are the responsibility of the District. The College Police Department is a centralized operation reporting to the Chief of Police, who in turn reports to the Vice Chancellor, Business and

Administrative Services. The Police Department includes P.O.S.T.-certified police officers and three campus Lieutenants, along with a contracted central dispatch for emergency operations. Resources are managed and deployed centrally, and the Lieutenants work with the Chief of Police to provide each college with coverage. Community College Police Lieutenants are the daily liaison with college administration through the Vice Presidents of Business Services to ensure safety of students, faculty, staff, and college physical assets.

PUBLIC RELATIONS/MARKETING DISTRICTWIDE

District – Director of Administrative Relations Colleges – Presidents, Presidents’ Designee(s)

External public relations and marketing are centralized functions of the District Administrative Center. The Director of Administrative Relations reports directly to the Chancellor and is responsible for promoting VCCCD internally and externally through a variety of communication initiatives, marketing District and college brands in print/electronic publications, and managing public relations/marketing District-wide. The Director of Administrative Relations has an informal reporting relationship with the college Presidents and collaborates with each President and/or his/her designee(s) to promote public relations related to the college and facilitate information electronically and in print regarding college programs, services, news, and events. At the college level, the Presidents and/or Presidents’ designee(s) are responsible for internal college communications and content of the colleges’ websites, employee portals, and student portals, with the exception of the news, events, and marketing-related areas of each website and portal. Content of the news, events, and marketing-related areas of the colleges’ websites and portals are the responsibility of the Director of Administrative Relations.

Content management responsibilities for the District website and employee portal are a collaborative effort of IT, Director of Administrative Relations, and designated content publishers in District departments. IT collaborates with the Director of Administrative Relations regarding functional or design changes to the District website and portals that impact content and branding.

PURCHASING AND CONTRACTS

District – Vice Chancellor, Business and Administrative Services Colleges – Vice Presidents of Business Services, Deans, and Other Administrators

Under direction of the Vice Chancellor, Business and Administrative Services, the Director of General Services handles all procurement and contract

administration activities for the District. The Purchasing Department competitively purchases a wide variety of materials, supplies, equipment, and contracts for services through a centralized purchasing system.

All agreements, memorandums of understanding, and contracts are reviewed and processed through the Purchasing Department. The Vice Chancellor, Business and Administrative Services has approval authority for all District contracts and agreements. College administrative offices prepare purchase requisitions, identify specific products or services required, and forward the requisitions to District Purchasing for processing. The colleges notify District Accounting that a product or service has been satisfactorily received and payment can be made.

RECRUITMENT AND HIRING

District – Vice Chancellor, Human Resources Colleges – Presidents and Other College Administrators

Under direction of the Vice Chancellor, Human Resources and the Personnel Commission, the Director of Employment Services/Personnel Commission directs the activities and operations associated with the selection and hiring of Ventura County Community College District employees. The Director of Employment Services/Personnel Commission serves as the Director to the Commission, overseeing the personnel selection processes for the classified service.

College and District administrators submit requisitions through an online system to initiate the hiring process. Screening committees are established in accordance with hiring procedures, ensuring subject matter expertise, staff participation, and diversity. Classified employees, faculty, and managers participate in the screening process as prescribed by associated policy and procedures. The direct supervisor conducts reference checks for selected candidates.

For the selection of managers, college/District staff participates in developing screening materials, screening applicants, and conducting initial interviews. For academic management positions, screening committees recommend candidates to the college President and Chancellor for final consideration. For classified management positions, the Human Resources Department places candidates on eligibility lists based on their performance in the screening process. The college President/Vice Chancellor and the Chancellor conduct interviews for all management positions.

For the selection of non-managerial classified employees, college/District staff participates in developing screening materials, screening applicants, and

conducting initial interviews. The Human Resources Department places candidates on eligibility lists based on performance in the screening process. College management recommends candidates to the Chancellor or designee for final approval.

For the selection of faculty, college staff participates in developing screening materials, screening applicants, and conducting initial interviews. College management recommends candidates to the Chancellor or designee for final approval.

RECORDS MANAGEMENT AND HUMAN RESOURCES INFORMATION SYSTEMS

District – Vice Chancellor, Human Resources

Under direction of the Vice Chancellor, Human Resources, the Director of Human Resources Operations oversees the manual and electronic records storage systems for all human resources files and data.

RESEARCH

District – Associate Vice Chancellor, Information Technology

Research is conducted at the college using uniform Districtwide data elements sustained by the Information Technology department. Comprehensive research is not performed at the District; however, standardized data and reporting structures are agreed upon through the District's Research Advisory Committee (IRAC) [formally Institutional Research Committee]. IRAC is charged with supporting District and college decision-making in the areas of enrollment management, planning, academic program review, performance and outcomes assessment, accreditation, and organizational development. IRAC functions include coordination of research activities, developing, evaluating and regularly distributing basic community demographic information and performance indicators through the District-supported DataMart; and assisting to ensure correct and complete MIS data collection and submission to the California Community College System Office.

RISK MANAGEMENT

District – Vice Chancellor, Business and Administrative Services Colleges – Vice Presidents of Business Services

Under direction of the Vice Chancellor, Business and Administrative Services, the Director of General Services implements and administers the loss prevention and risk management program of the District. The Risk Management Department, responsible for property and liability, protects students, the general public, employees, and District assets against adverse effects of accidental loss. The mission of risk management is to minimize or eliminate losses, cost effectively.

The Vice Presidents of Business Services are responsible for the review and implementation of the Student Insurance Plan, arranging for employee ergonomic evaluations to be conducted on an as-needed basis, and serving as the liaison between vendors and the District for the continuation of removal of hazardous materials from the colleges.

STAFF TRAINING AND DEVELOPMENT

District – Vice Chancellor, Human Resources Colleges – Presidents

Under direction of the Vice Chancellor, Human Resources, the District Director of Human Resources Operations is responsible for ensuring knowledge, skills, and abilities of District managers and staff are developed and enhanced to meet District performance goals. College Presidents are responsible for identifying training and development needs for their staff. College Presidents work within their college committee structure to develop local college-based professional development programs for faculty, staff, and managers.

STUDENT SERVICES

Colleges – Executive Vice Presidents

Student Services program development and operations are the responsibility of the colleges' Executive Vice Presidents. Policy review and development are coordinated with the colleges' academic leadership and through DTRW-SS.

WORKER'S COMPENSATION

District – Vice Chancellor, Human Resources

**Colleges – Presidents, Executive Vice Presidents, Vice Presidents, Deans,
Directors**

Under direction of the Vice Chancellor, Human Resources, the Director of Human Resources Operations is responsible for managing worker's compensation claims via a third party worker's compensation claims administrator. College administrators are responsible for communicating and relaying information to human resources regarding potential and current employee claims. Human resources staff and college administrators collaborate to develop solutions for returning an injured employee to work.

VCCCD Governance: Advisory and Recommendation Pathways

