



# **The Elements of Decision Making**

**Updated 2024**

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## Introduction

### Kern Community College District

Kern Community College District (KCCD) comprises three community colleges— Bakersfield College, Porterville College, and Cerro Coso Community College in Ridgecrest, California. Satellite centers in Delano, Arvin, Tehachapi, Lake Isabella and the area near Bishop and Mammoth augment our instruction to our communities covering more than 24,000 square miles, making KCCD the largest geographic community college district in the nation. KCCD serves communities in parts of five counties including Kern, Tulare, Mono, Inyo, and San Bernardino. The mission of the Kern Community College District is to provide outstanding educational programs and services that are responsive to our diverse students and communities.

### The Elements of Decision-Making Executive Summary

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

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

Throughout the process of reaching decisions there is a commitment to participatory governance, i.e., involving the stakeholders as well as those who are charged with implementation of the decision at the many levels involved. Small ad hoc groups frequently meet to get some matter settled; standing committees also meet at the call of the chair to settle matters that touch many users at many levels; and through all of this the District Office follows the dictum that the Colleges must be involved in the decision-making process when the decision is going to impact the Colleges.

As part of being a district-wide system, it is expected, whether operations are centralized or decentralized, that policies, procedures, laws, and regulations will be consistently applied and followed by all employees of the district.

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

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

The following sections describe the elements of decision making:

- The Process of Decision Making
- Functional Mapping for Decision Making Chart
- The “Major Responsibilities” of the chief administrative officers of the District
- Organizational Charts for each of the administrative offices of the District

- District-wide functional mapping matrix for the administrative offices of the District focusing on the issue of Centralization/Decentralization

## Process of Decision Making

### Introduction

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

### Development of Board Policy and Procedures

- a. Existing Policies and Procedures appear in the Board Policy and Procedures Manual with dates of adoption of Policies by the Board of Trustees, and approval of Procedures by the Chancellor. These Policies and Procedures, in large measure, govern the operation of the Kern Community College District. The Chancellor's role and responsibilities provide for wide participation in decision making. The Chancellor's Office makes many decisions on a daily basis within the framework of decision making described in this document, and in the accompanying Functional Mapping for Decision Making Chart.
- b. Policies pertain to broad directions for the administration of the District as specified by the California Education Code, Title 5 Regulations, and other state and federal agencies. Policies are adopted by the Board of Trustees after consideration and recommendations by appropriate participatory governance groups cited in this document.
- c. Procedures pertain to the details of the administration of policies adopted by the Board of Trustees, or of Title 5 Regulations adopted by the Board of Governors of the California Community Colleges. Procedures are approved by the Chancellor of the District after consideration and recommendations by appropriate participatory governance groups cited in this document.
- d. Amendments to board policies and procedures, or the creation of new policies or procedures, may be originated by the Chancellor's Administrative Council, District-wide Committees, and Councils of the Colleges, Academic Senates, Associated Student Organizations, and other recognized groups, as well as administrators working under the direction of the Chancellor.
- e. Amendments to board policies and procedures, or the creation of new policies and procedures, originated by any of the groups or individuals noted above are referred first to the Chancellor of the District. The Chancellor may direct them for further study to existing committees of the District or the Colleges, or the Chancellor may refer these proposed amendments to the Chancellor's Cabinet for consideration and action by that group.

## Group Roles in Decision Making

### Role of Chancellor's Administrative Council in Decision Making

- i. The Chancellor's Administrative Council is chaired by the Chancellor, and includes: CFO, CIO, and the Vice Chancellors of Human Resources, Educational Services and Student Success, and Associate Vice Chancellors, all of whom report directly to the Chancellor or a Vice Chancellor.
- ii. This Council meets regularly upon the call of the Chancellor to consider the implementation of policies and procedures, the prioritization of tasks, and problems that relate to the assignments of the Vice Chancellors. The Chancellor sets the agenda for this Council, which can be far-ranging in considering issues that relate to the administration of the District, both internal and external, and which frequently lead to decisions regarding internal issues.
- iii. Issues brought to this Council by the Chancellor may be settled there, or referred to the Chancellor's Cabinet or District-wide Committees (see Appendix – District Committees) for further consideration, referral, or action. With respect to important issues facing the District, the Council provides a forum for an initial examination of these matters.

### Role of Chancellor's Cabinet in Decision Making

- i. The Chancellor's Cabinet is the clearing house for the consideration of all proposals for the creation of or amendments to Board Policies and Procedures as well as considering other issues that may require decisions. This body has a broader representation than the Chancellor's Administrative Council including the College Presidents, CFO, CIO, the Vice Chancellors, Associate Vice Chancellors, and the college Vice Presidents. The Cabinet, after due research and consideration, makes its recommendations to the Chancellor.
- ii. The Chancellor may refer the proposed changes in policy or procedures recommended by the Cabinet to the District Consultation Council for further consideration, and for recommendations from that body. The Chancellor, in the consideration of proposals takes into account whether the subject under consideration is governed by a union agreement by "reliance primarily on the advice and judgment of the Academic Senate", or by the "obligation to reach mutual agreement" with the Academic Senate. The Board of Trustees may decide which of these two options will be used in the decision-making process according to its own discretion, or as is cited in the existing Board Policy.
- iii. With respect to Board Policies, following District Consultation Council considerations and recommendations, the Chancellor may recommend the proposed changes to the Board of Trustees for adoption. Once adopted, these Policies are incorporated into the Board Policies and Procedures Manual.
- iv. With respect to Procedures, it is the Chancellor's responsibility to seek the advice and recommendations of the Chancellor's Cabinet and District Consultation Council, if deemed appropriate, and to give final approval to these procedures prior to incorporation into the Board Policies and Procedures Manual.

### Role of the District Consultation Council in Decision Making

- i. The District Consultation Council is a collegial consultative body designed to serve the good of the District. The group strives to facilitate timely, factual, and clear communication between constituents and the Chancellor as a means to help make informed District-wide decisions.

- ii. The members of the Council include the Chancellor, the Vice Chancellors, College Presidents, Academic Senate Presidents, CCA President, CSEA Presidents, Management Association representative, and student representatives from each campus.
- iii. The members of the Council are the primary and most visible representative of their constituent groups. They strive to set the standard for civility, candor, and accuracy in collegial discussion, within Council meetings and in their interactions with others in the college communities. Members are conduits of information to and from their respective groups. They should strive to understand and accept diverse points of view while attempting to reach a consensus to best serve the District as a whole.

### Role of Academic Senates in Decision Making

- i. The role of Academic Senates in the District’s decision-making process is governed by Title 5, Sections 53200-53204. These Sections relate to requiring the Board of Trustees through the Chancellor, to consult “collegially” with Academic Senates in the development of Board Policies and Procedures that relate to academic and professional matters. With respect to this requirement, the Board of Trustees may use either or both of the following methods at its own discretion:
  - a. Relying primarily upon the advice and judgment of the academic senate; or
  - b. To reach mutual agreement with the Senate by written resolution, regulation, or policy of the Board of Trustees effectuating such recommendations.
- ii. The Academic Senate Presidents serve on the District Consultation Council.
- iii. Title 5, Section 53200 provides the definitions that are required in implementing the relationship between academic senates and the Board of Trustees.
- iv. It is through the Consultation Council that the academic senates and the administration “consult collegially” in the development of recommendations related to policies and procedures. This consultation provides time for Senates on the campuses to review the matter under consideration before a final recommendation is made to the Chancellor for Board of Trustees decision.

### Role of District-wide Committees in Decision Making

- i. There are currently three (3) District-wide Committees that the Chancellor depends on for advice and recommendations in the governance process in addition to ten (10) standing managerial groups. Some committees, sub-committees and taskforce are created on an as need basis to address specific needs of the District and colleges. The history, purposes, composition, and frequency of meetings of these three committees are a matter of record in the Chancellor’s Office and Human Resources. The Chancellor designates the Chair of these Committees. Membership on the Committees is described under composition, and in all instances includes representations from the Colleges and the District.
- ii. With respect to decisions having District-wide application, the District-wide Committees channel their suggestions and/or recommendations to the Chancellor for consideration and disposition.
- iii. There are eight (8) Board of Trustees committees that lead to the end of the decision-making cycle to evaluate: accreditation, finance and auditing, legislative, board evaluation, resource development and facilities, board officer nominating and student success with equity, the Board itself and the Chancellor.

## Role of Collective Bargaining Agreement in Decision Making

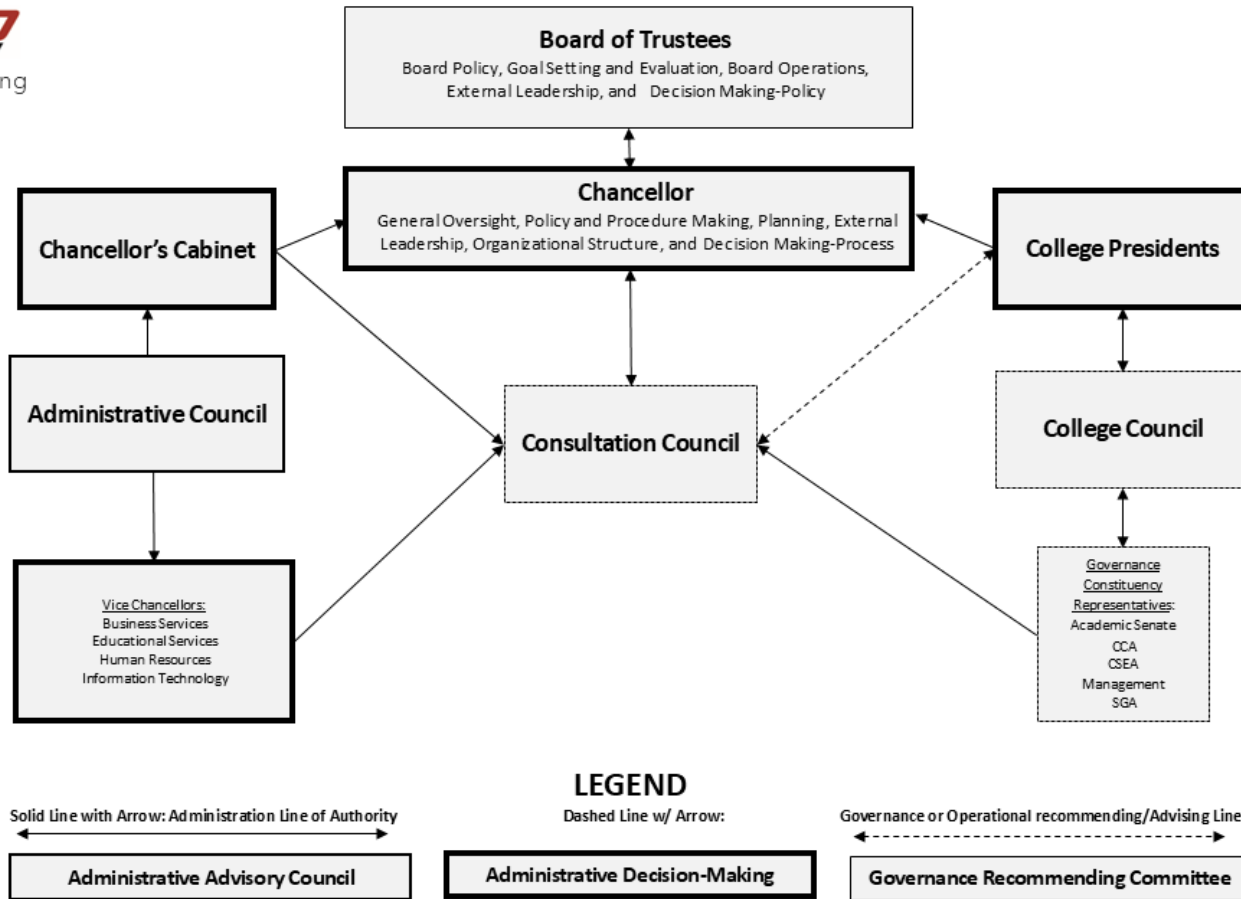
- i. Collective Bargaining agreements concluded through negotiations with the respective recognized employee groups are governed by statutes and memoranda of agreement. These agreements, once concluded, are taken to the Board of Trustees for approval. These agreements must be within the scope of collective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

## Summary

- a. The participatory governance commitment is reflected in the decision-making process described above.
- b. The Chancellor of the Kern Community College District participates actively in the decision-making process described above, and in doing so is fully conversant with the recommendations that are forwarded to the Chancellor level for decisions to be made in a timely manner.
- c. There is wide participation District-wide in the collegial consultation process and the process provides adequate time for referral to participating groups and for their study and recommendations.
- d. Adequate documentation at the various levels provides a paper/electronic trail of recommendations that move to the Chancellor level, and with respect to policy to the Board of Trustees for approval.



The KCCD Decision Making Flow Chart



This Decision-Making Chart portrays KCCD's administration decision-making lines of authority and the governance entities and routes that recommend/advise KCCD decision-making. The primary KCCD Participatory Governance entity is Consultation Council. All other KCCD Committees advise Chancellor's Cabinet or KCCD administration on policies, procedures, and operational affairs.



## Chancellor

### **Major Responsibilities**

The Chancellor is the Chief Executive Officer of the District. All functions of the District are directed by the Chancellor in keeping with policies established by the Board of Trustees. The Chancellor also develops, plans, organizes and directs strategies to inform and influence public policy at the county, state and federal levels on issues and in areas of interest of Kern Community College District; plans, organizes, directs, evaluates and provides overall leadership for a variety of programs and activities to develop and maintain a strong public image for the District.

## General Counsel (External)

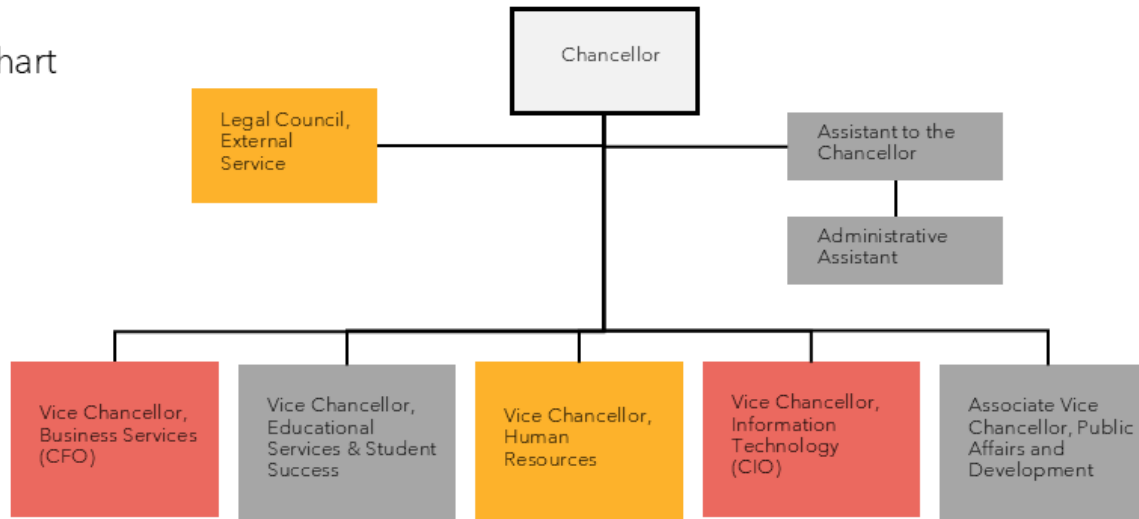
### **Major Responsibilities**

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

*Notes: Legal services are provided by an external firm.*



## Chancellor Organizational Chart



Updated 11.20.2024

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Governmental and Community Relations</b>		
Legislative Advocacy-  Centralized at the District Office with coordination with the College Presidents	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Chancellor's Office  Marketing and Public Relations Manager  Director of Public Relations and Institutional Advancement  Director, Communications and Community Relations
Community Relations-  Centralized at the District Office with coordination from Chancellor's Cabinet and College Presidents	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Chancellor's Office    Presidents and College Management Teams
Public Information-  Decentralized	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Associate Vice Chancellor, Public Affairs and Development  Marketing and Public Relations Manager  Director of Public Relations and Institutional Advancement  Director, Communications and Community Relations
<b>Strategic Planning-District-wide</b>		
Decentralized to the Colleges for specific strategic planning in collaboration with the District Office	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Chancellor    Vice Presidents of Instruction & Student Services

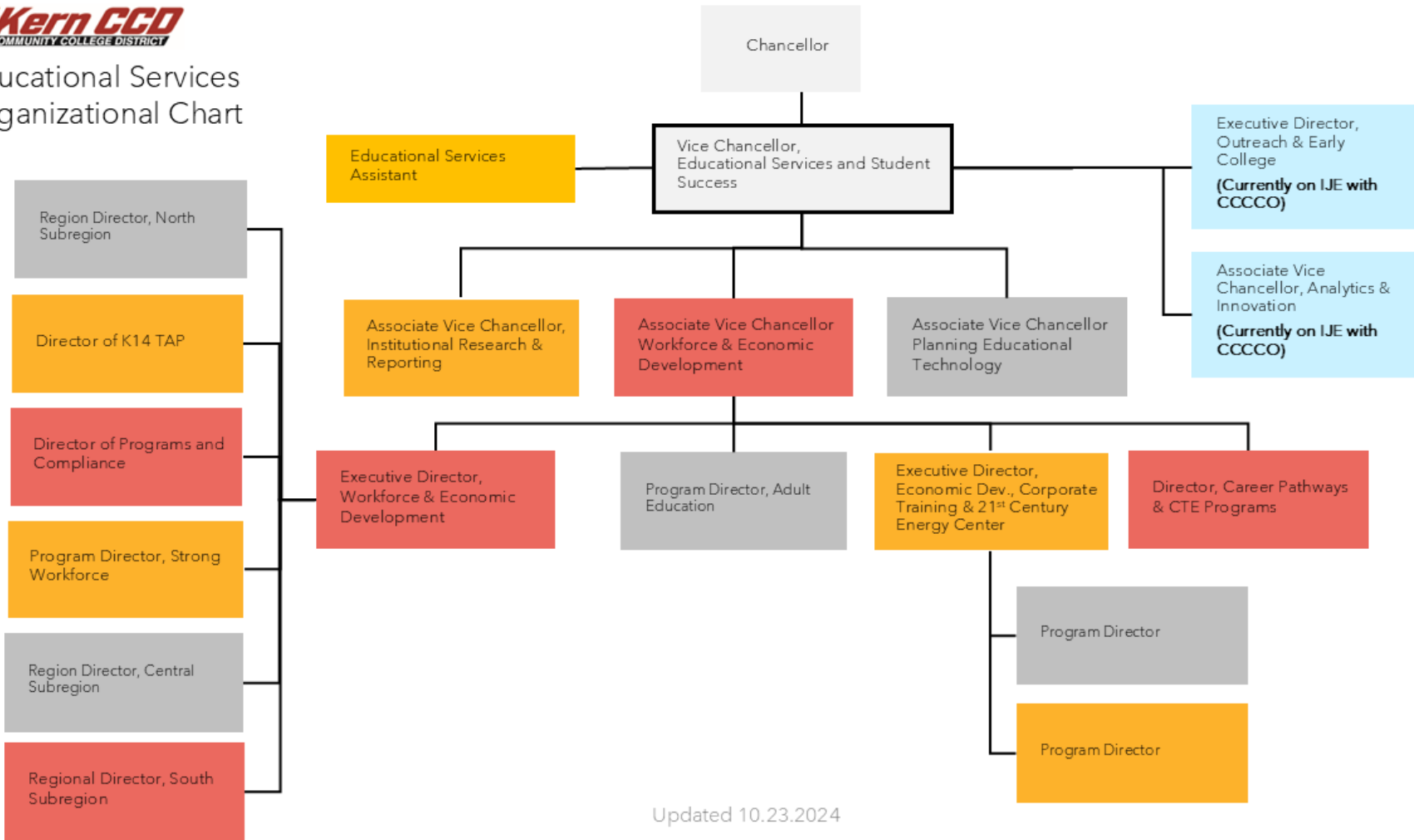
## Vice Chancellor, Educational Services and Student Success

### **Major Responsibilities**

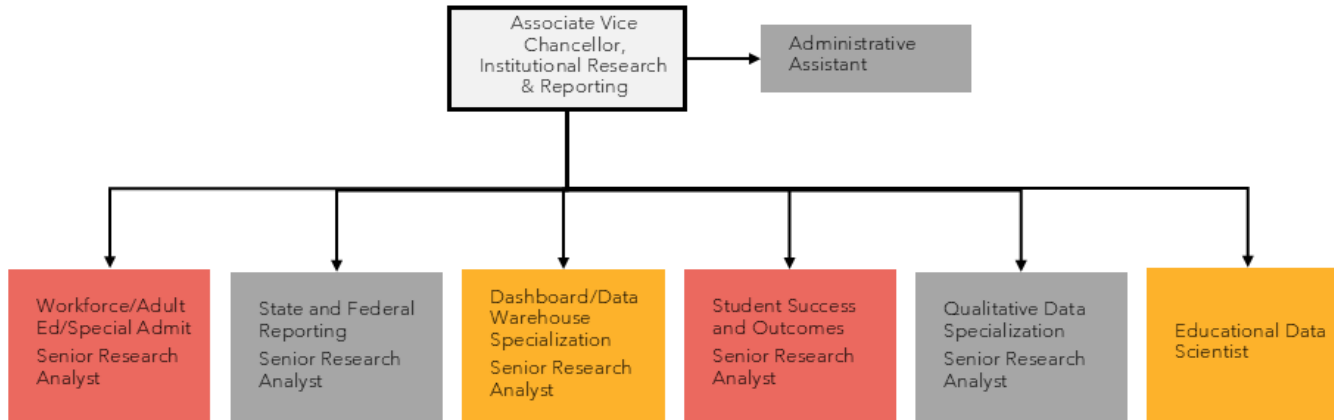
The Vice Chancellor, Educational Services and Student Success, reports directly to the Chancellor and serves as the chief academic and student services officer of the District. The Vice Chancellor provides overall leadership in planning, organizing, reviewing, and evaluating District-wide instructional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



# Educational Services Organizational Chart



# Institutional Research Organizational Chart



Updated 12.10.2024

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Academic Affairs</b>		
Accreditation  Decentralized with support and compliance from District Office	District Office  Bakersfield College  Cerro Coso Comm. College  Porterville College	Vice Chancellor, Educational Services & Student Success  Presidents & Vice Presidents  Presidents & Vice Presidents  Presidents & Vice Presidents
<b>Catalog Development</b>		
Decentralized with review for compliance with District-wide standards	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Vice Chancellor, Educational Services & Student Success  Vice President of Instruction  Vice President of Instruction  Vice President of Instruction
<b>Child Development Centers</b>		
Decentralized with support and compliance from Educational Services	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Vice Chancellor, Educational Services and Student Success  Vice President of Instruction  Vice President of Instruction  Vice President of Instruction
<b>Curriculum</b>		
Not for Credit / For Credit and Non-Credit:  Decentralized to the Colleges with review by Educational Services for state compliance	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Vice Chancellor, Educational Services and Student Success  Vice President of Instruction  Vice President of Instruction  Vice President of Instruction

<b>Faculty Evaluation</b>		
Decentralized with oversight for compliance and consistency from District Office	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Vice Chancellor, Educational Services and Student Success  Vice Presidents of Instruction and Student Services  Vice Presidents of Instruction and Student Services  Vice Presidents of Instruction and Student Services
<b>Library/Learning Resources</b>		
Decentralized	Bakersfield College  Cerro Coso Community College  Porterville College	Vice President of Instruction  Vice President of Instruction  Vice President of Instruction
<b>Program Development</b>		
New Program Development and Program Review  Decentralized to the Colleges with review for Compliance by District Office	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Executive Director, Institutional Research & Reporting  Vice Presidents of Instruction and Student Services  Vice Presidents of Instruction and Student Services  Vice Presidents of Instruction and Student Services
<b>Schedule Development (Academic)</b>		
Scheduling-	District Office	Vice Chancellor, Educational Services and Student Success



Decentralized with review for compliance with District-wide standards	Bakersfield College Cerro Coso Community College Porterville College	Vice President of Instruction Vice President of Instruction Vice President of Instruction
<b>Student Services</b>		
Decentralized	District Office	Vice Chancellor, Educational Services and Student Success
Operations with policies and related procedures coordinated by Educational Services	Bakersfield College	Vice President, Student Services
	Cerro Coso Community College	Vice President, Student Services
	Porterville College	Vice President, Student Services

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Research and Reporting</b>		
State/Federal Reporting- (IPEDS)	District Office	Associate Vice Chancellor, Institutional Research & Reporting
Centralized at the district office with input from the colleges	Bakersfield College	Director, Institutional Research
	Cerro Coso Community College	Director, Institutional Research
	Porterville College	Director, Institutional Research
State/Federal Reporting (MIS)	District Office	Associate Vice Chancellor, Institutional Research & Reporting
Centralized at the district office with assistance from the colleges	Bakersfield College	Director, Institutional Research
Coordination and communication from Institutional Research & Reporting, file submission from Information Technology, and input from the colleges on data integrity	Cerro Coso Community College	Director, Institutional Research
	Porterville College	Director, Institutional Research

<p>Reporting and Analysis for District-wide Reports; Data Definitions and Decision Support-</p> <p>Centralized at the District Office with coordination by the Colleges</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Associate Vice Chancellor, Institutional Research &amp; Reporting</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p>
<p>Research Projects- (Methodology and Library)</p> <p>Decentralized to the Colleges with coordination by the District Office</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Associate Vice Chancellor, Institutional Research &amp; Reporting</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p>
<p>Data Integrity Standards and Training-</p> <p>Centralized at the District Office with coordination by the Colleges</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Associate Vice Chancellor, Institutional Research &amp; Reporting</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p> <p>Director, Institutional Research</p>

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Adult Education</b>		
Centralized with facilitated planning and review by Workforce and Economic Development	District Office	Associate Vice Chancellor, Workforce and Economic Development
	Bakersfield College	Vice President of Instruction
	Cerro Coso College	Dean, Career and Technical Education
	Porterville College	Dean, Instruction
	Kern Adult Education Consortium	Delano Joint Union High, Inyo Co. Office of Education, Kern High School District, McFarland Unified, Mojave Unified, Mono Co. Office of Education, Muroc Joint Unified, Porterville Unified, Sierra Sands Unified, Tehachapi Unified, Trona Joint Unified, Wasco Union High
<b>Career and Technical Programs</b>		
Decentralized with facilitation from Workforce and Economic Development	District Office	Associate Vice Chancellor, Workforce and Economic Development
	Bakersfield College	Dean, Instruction
	Cerro Coso Community College	Dean, Career and Technical Education
	Porterville College	Dean, Instruction
<b>Workforce/Economic Development</b>		
Decentralized with facilitated planning and	District Office	Associate Vice Chancellor, Workforce and Economic

<p>review by Workforce and Economic Development</p>	<p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Development</p> <p>Vice President, Instruction</p> <p>Vice President, Instruction</p> <p>Vice President, Instruction</p>
<p><b>VTEA</b></p>		
<p>Decentralized with facilitated planning and review by Workforce and Economic Development</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Associate Vice Chancellor, Workforce and Economic Development</p> <p>Vice President, Instruction</p> <p>Vice President, Instruction</p> <p>Vice President, Instruction</p>

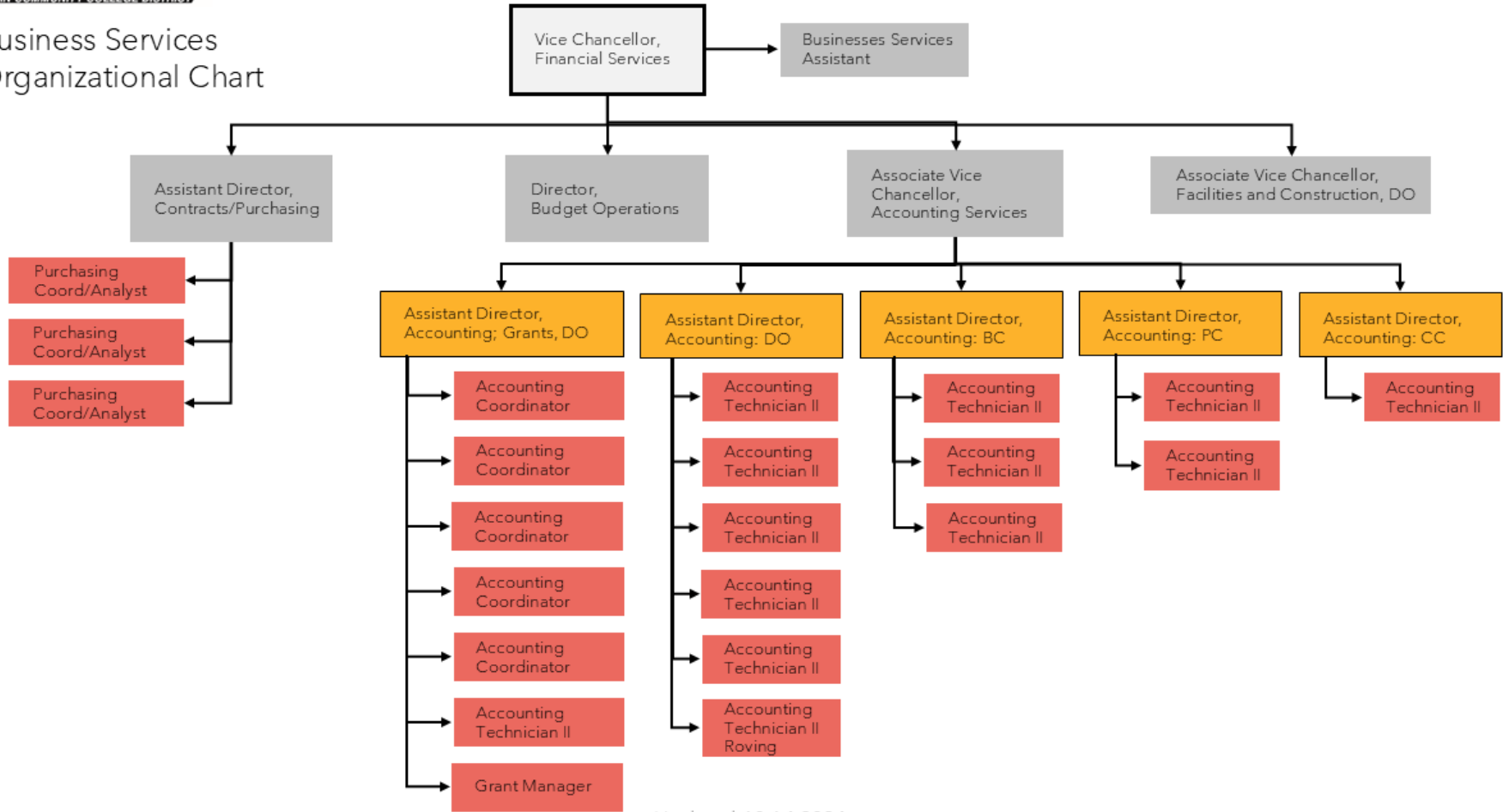
## Vice Chancellor, Finance and Administrative Services - Chief Financial Officer

### **Major Responsibilities**

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



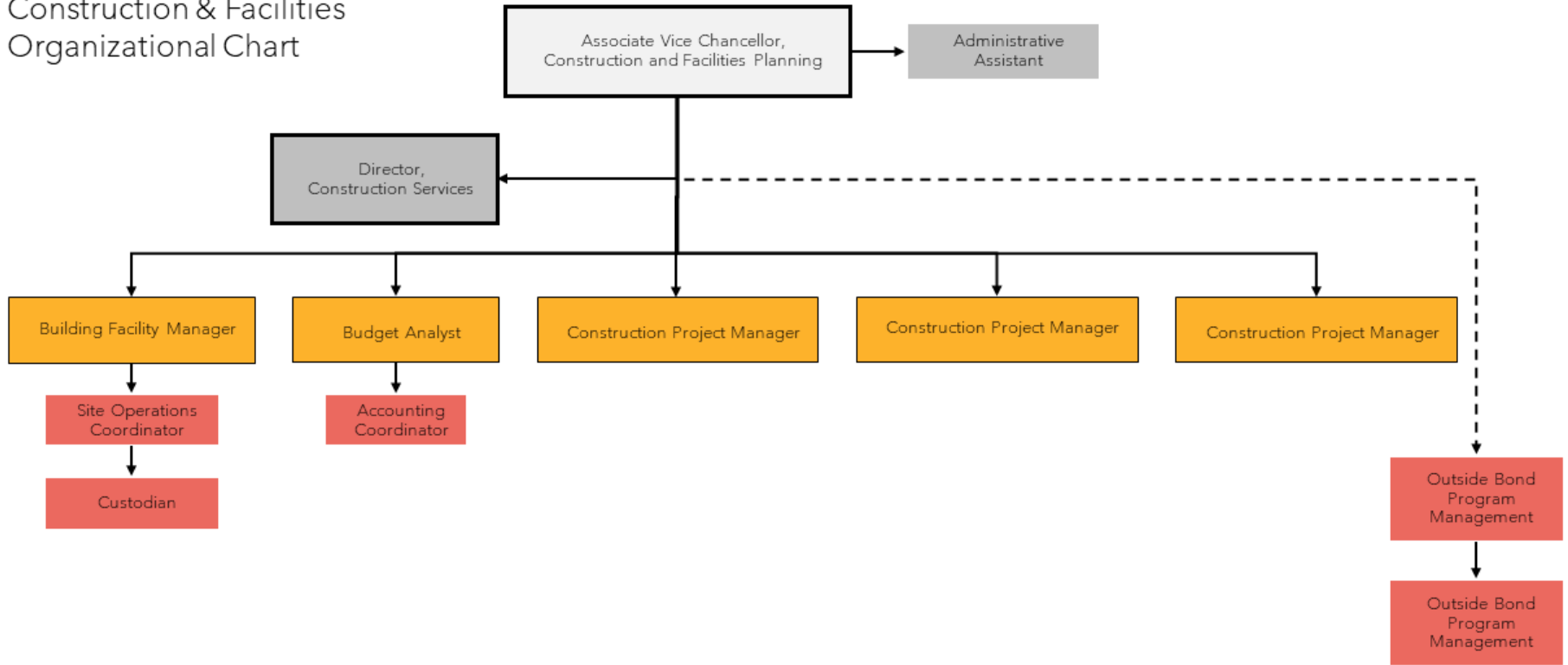
# Business Services Organizational Chart



Updated 10.14.2024



# Construction & Facilities Organizational Chart



Updated 7.29.2024

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Budget Development / Business Services</b>		
Decentralized with coordination from District Office	District Office	Chief Financial Officer
	Bakersfield College	Vice President, Administrative Services & Finance
	Cerro Coso Community College	Vice President, Administrative Services & Finance
	Porterville College	Vice President, Administrative Services & Finance
<b>Finance</b>		
Debt Management- Centralized  Economic Analysis and Cash Flow Analysis- Decentralized	District Office	Chief Financial Officer
	Bakersfield College	Vice President, Administrative Services & Finance
	Cerro Coso Community College	Vice President, Administrative Services & Finance
	Porterville College	Vice President, Administrative Services & Finance
<b>Business Services</b>		
Accounting- Centralized at District Office  Fiscal Reporting- Centralized at District Office  Purchasing- Decentralized with coordination from District Office	District Office District Office	Chief Financial Officer
	Bakersfield College	Vice President, Administrative Services & Finance
	Cerro Coso Community College	Vice President, Administrative Services & Finance
	Porterville College	Vice President, Administrative Services & Finance
<b>Liability Insurance</b>		



General Liability- Centralized at District Office	District Office	Chief Financial Officer
<b>Facilities Planning and Construction</b>		
Centralized at District Office in coordination with Colleges	District Office	Chief Financial Officer
New Construction, Modernizations and Scheduled Maintenance- Decentralized to the Colleges	Bakersfield College Cerro Coso Community College	Director, Maintenance & Operations Director, Maintenance & Operations
Energy Management- Decentralized to the Colleges	Porterville College	Director, Maintenance & Operations
<b>Auxiliary Services (Bookstore &amp; Food Services)</b>		
Bookstore- Outsourced	District Office	Chief Financial Officer
Food Services- Decentralized with financial audit from District Office	Bakersfield College Cerro Coso Community College Porterville College	Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance Vice President, Administrative Services & Finance
<b>Foundation</b>		
Decentralized with audit services from District Office	District Office Bakersfield College Cerro Coso Community College Porterville College	Chief Financial Officer Director, Foundation Director, Foundation Executive Director, Foundation

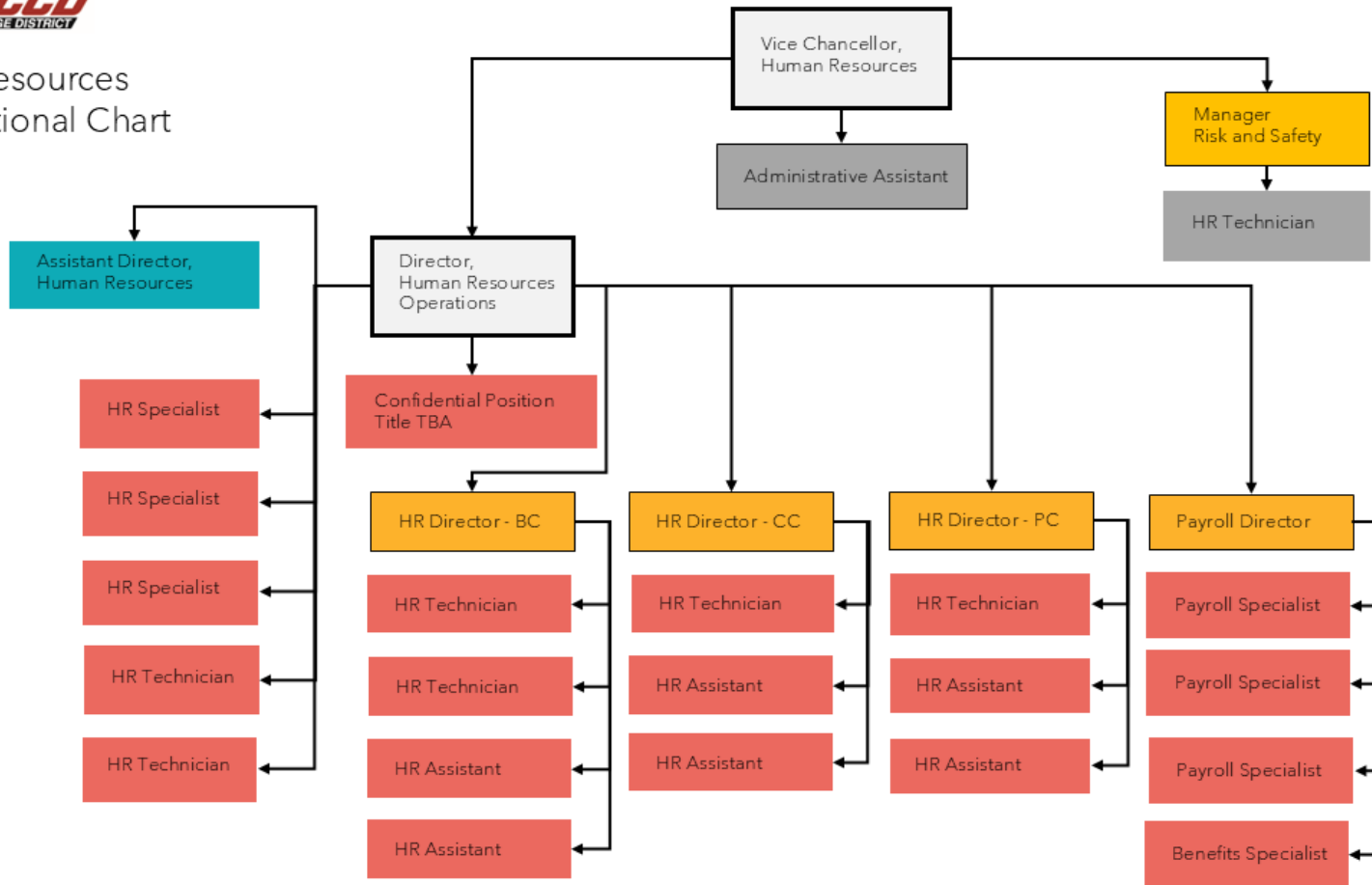
<b>Graphic Design/Duplicating</b>		
Decentralized	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Director, Web Development Marketing and Public Relations Manager  Director of Public Relations and Institutional Advancement  Communication & Marketing Manager
<b>Maintenance and Operations</b>		
Custodial, Grounds, and Trades  Decentralized	District Office-Chancellor's Office  Bakersfield College  Cerro Coso Community College  Porterville College	Building Facility Manager  Maintenance & Operations Manager  Maintenance & Operations Manager  Executive Director, Maintenance & Operations

## Vice Chancellor, Human Resources

### **Major Responsibilities**

Under the direction of the Chancellor, the Vice Chancellor, Human Resources provides leadership and direction for proactive, district-wide human resources services in the following areas: labor and employee relations; recruitment (talent acquisition); risk management; benefits administration; Equal Employment Opportunity (EEO) and Title IX compliance; payroll administration; Human Resources Information System (HRIS) and Human Resources (HR) metrics; and classification and compensation.

# Human Resources Organizational Chart



Updated 11.21.2024

<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>Human Resources</b>		
Centralized at District Office:  Benefits Administration  Recruitment (Talent Acquisition), Classification and compensation, HR Information Systems/HR Metrics, Record retention, EEO and Title IX Compliance, Staff Development	District Office	Vice Chancellor, Human Resources
<b>Staffing</b>		
Centralized function initiated by the Colleges and supported by District Office	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Vice Chancellor, Human Resources  Human Resources Manager  Human Resources Manager  Director, Human Resources
<b>Labor and Employee Relations</b>		
Centralized at District Office:  Chief Negotiator, Administration of Collective Bargaining Agreements, Ensure state and federal laws/regulations compliance, Provide guidance and advice on addressing conduct or performance issues,	District Office	Vice Chancellor, Human Resources
<b>Payroll</b>		
Centralized at District Office	District Office	Vice Chancellor, Human Resources and Payroll Manager
<b>Enterprise Risk Management</b>		

Centralized at District Office  Worker's Compensation, Employee Safety, Mandated Employee Training	District Office	Vice Chancellor, Human Resources and Executive Director, Risk Assessment and Management
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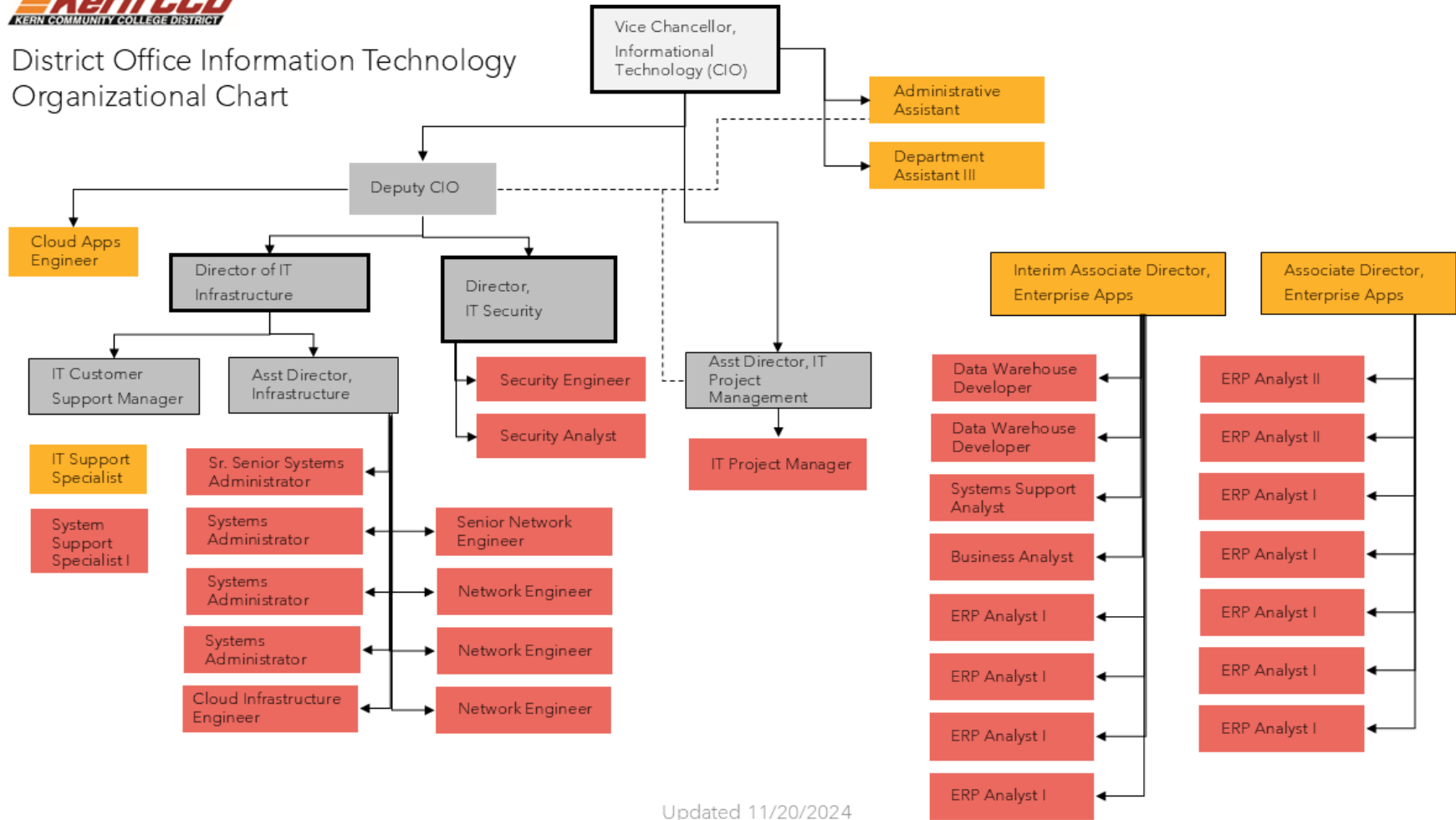
## Vice Chancellor, Information Technology/CIO

### **Major Responsibilities**

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



# District Office Information Technology Organizational Chart



Updated 11/20/2024



<b>FUNCTION</b>	<b>SERVICE PROVIDER(S)</b>	<b>TITLE</b>
<b>System Operations</b> Banner and Related Systems Information Access and Reporting  Centralized at District Office with input from the Colleges	District Office	Vice Chancellor, IT/CIO
Application/Systems Support Services and Database  Administration In-House Systems with Third-party systems Web Development Data Integrations-  Centralized with input from the Colleges.	District Office	Chancellor, IT/CIO and Director, Enterprise Applications
Infrastructure to include:  (Networks, Servers, Active Directory, Email, Storage, Backup/Recovery, Video Conferencing, Communications, Architecture, Standards, Alerting, and Large/Medium projects)  Centralized with input from the Colleges.	District Office	Chancellor, IT/CIO and Director of IT Infrastructure  Directors, Information Technology at all three colleges
Infrastructure  On-site provisioning, local end-user support, Medium/Small projects-  Decentralized with oversight from District Office	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Director, IT Infrastructure  Director, Information Technology  Director, Information Technology  Director, Information Technology

<p>Infrastructure (cont.)</p> <p>Problem troubleshooting and resolution; Help Desk Operations</p> <p>Hybrid: District Office and Colleges jointly responsible for this.</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Director of IT Infrastructure</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p>
<p>IT Security Management</p> <p>Architecture, Strategy, Standards, Policies and Compliance-</p> <p>Centralized with input from the Colleges</p>	<p>District Office</p>	<p>Chancellor, IT/CIO and Director of IT Security</p>
<p>IT Security Operations</p> <p>Firewalls, DDoS, Identity Management, Single Sign-on and related systems-</p> <p>Centralized with input from the Colleges</p>	<p>District Office</p>	<p>Chancellor, IT/CIO and Director of IT Security</p>
<p>IT Security</p> <p>Client devices (Computers, Laptops, etc...)</p> <p>Hybrid: District Office and Colleges jointly responsible for this</p>	<p>District Office</p> <p>Bakersfield College</p> <p>Cerro Coso Community College</p> <p>Porterville College</p>	<p>Director of IT Security</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p> <p>Director, Information Technology</p>

Banner and Related Systems Information Access Reporting  Centralized at District Office with input from the Colleges	District Office District Office	Chancellor, IT/CIO with Director, Enterprise Applications and Executive Director, Institutional Research and Reporting
<b>Telecommunications</b>		
Centralized with support from the Colleges	District Office	Director, IT Infrastructure
Technology Support Services- Centralized  Desktop Support Classroom and Computer Lab Support Training- Decentralized with support from District Office	District Office  Bakersfield College  Cerro Coso Community College  Porterville College	Director, IT Infrastructure  Director, Information Technology  Director, Information Technology  Director, Information Technology

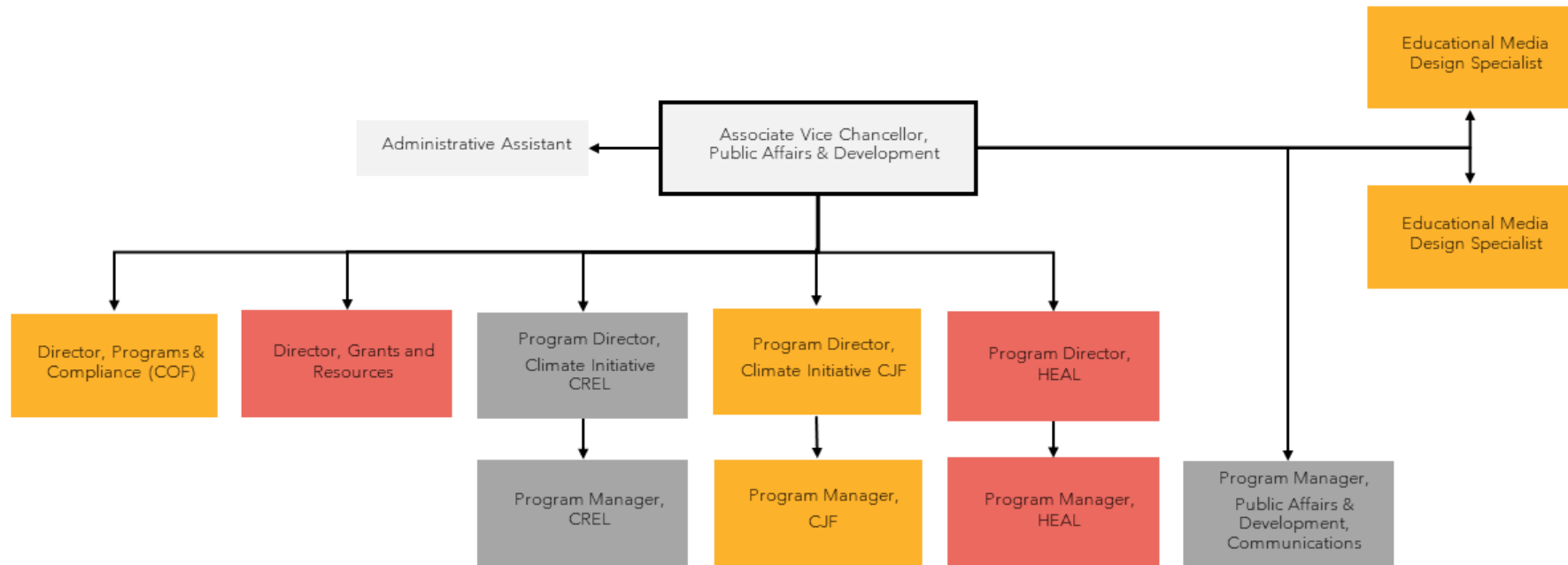
## Associate Vice Chancellor, Public Affairs & Development

### **Major Responsibilities**

The Associate Vice Chancellor, Public Affairs & Development, reports to the Chancellor and provides leadership, organizes and implements a comprehensive public and government affairs program for the District; ensures that assigned programs meet all applicable laws, regulations and District policies; provides highly complex professional assistance to the Chancellor's Office, and other management staff in areas of expertise; fosters cooperative working relationships with District division and departments, public, private, intergovernmental and regulatory agencies and the public.



# Public Affairs & Development Organizational Chart



Updated 7.29.2024

FUNCTION	SERVICE PROVIDER(S)	TITLE
<b>Grant Development</b>		
Centralized at the District Office for support, compliance, and fiscal reporting	District Office	CFO and Associate Vice Chancellor, Public Affairs & Development
Decentralized to the Colleges for Program / Finance monitoring	Bakersfield College	Vice Presidents of Instruction & Student Services
	Cerro Coso Community College	Vice Presidents of Instruction & Student Services
	Porterville College	Vice Presidents of Instruction & Student Services

## Bakersfield Community College Decision Making Process

### Shared Governance at Bakersfield College

Shared governance, sometimes referred to as participatory governance, is the mechanism whereby employees and students participate equitably and collegially in the decision-making processes of the College. The goal of shared governance is to include, within the decision-making processes, representatives of all college constituencies affected by these decisions. The Accrediting Commission for Community and Junior Colleges (ACCJC), the accrediting body for California community colleges, emphasizes the importance of involving faculty, staff, and students in institutional decision making.

Abbr.	Shared Governance Type	Examples	Membership
AH	Ad Hoc Committee		Appointed
AB	Advisory Body	College Council, Academic Senate Executive Board, CSEA Executive Board	Appointed/ Elected/ Position
A	Arm of the Senate	Curriculum, Equivalency	Appointed/ Position
DC	District-Wide Committee	DWBC, EEO, Accessibility	Appointed/ Position
E	Employee Organization	CCA, CSEA, Management Association	Elected
G	Governance Body	AS, SGA, CSEA	Elected
OG	Operational Group	CBEIT, FCDC, GPS, CTE Advisory Committees, EAC, Catalog, Commencement, Student Concerns	Appointed/ Position
SC	Standing Committee	AIQ, Assessment, PRC, EMC, ISIT, BAC, Budget, F&S, Safety, EODAC, Scholarship, PDC	Appointed/ Position
TF	Task Force	AB 1705, AB 928, DE, Accessibility and ADA, Racial Climate	Appointed/ Position
S	Sub-committee	SGA groups, CSEA groups, DEI	Appointed/ Position
EP	Enrichment Partner	Foundation, Archives, Levan Center	Appointed/ Position

The shared governance group types at Bakersfield College are defined as:

**Ad Hoc Committee (AH):** Semi-permanent committees that are activated as needed to organize a specific program or activity.

**Advisory Body (AB):** A group called to provide input to one individual by virtue of their position, such as College President, CSEA President, or Academic Senate President.

**Arm of the Senate (A):** A standing committee of the Academic Senate that assumes the role and responsibility for a particular portion of the 10+1 academic and professional matters and/or Education Code/Title 5. Informs the Senate, makes recommendations, and communicates to the Vice President, President, and the Board of Trustees.

**District-Wide Committee (DC):** Provide input and recommendations to the Chancellor who designates the chairs of the committees which include representatives from all three colleges and the district office.

**Employee Organization (E):** Three formal Employee Groups may provide input or recommendations on working conditions. CCA represents faculty members, CSEA represents classified staff, and the Management Association represents managers.

**Governance Body (G):** Provides recommendations to the President or designee. These groups take their authority from various legal documents, such as CA Education Code, Title 5, AB 1725 and SB 235.

**Operational Group (OG):** Addresses the College's operations, develops procedures for implementation, and provides input on improvements.

**Standing Committee (SC):** Provides input on relevant issues through their representatives on governance body or College Council, with attention given to the specific rights and responsibilities of faculty 10+1 and student 9+1. All chairs of the standing committees are members of the Committee of Co-Chairs.

**Task Force (TF):** Group appointed to research, address or recommend action regarding college topics within a specific timeframe (typically 2 years or less). A tangible product is the outcome of each task force. When the product is completed, the group is disbanded.

**Sub-committees (S):** Appointed by the committee or council to investigate, review, and recommend solutions, procedures, and policies to the primary committee.

**Enrichment Partners (EP):** These groups form a multifaceted network that contributes to the College's mission and impact throughout the larger community. Their efforts support institutional excellence, community engagement, and financial sustainability.

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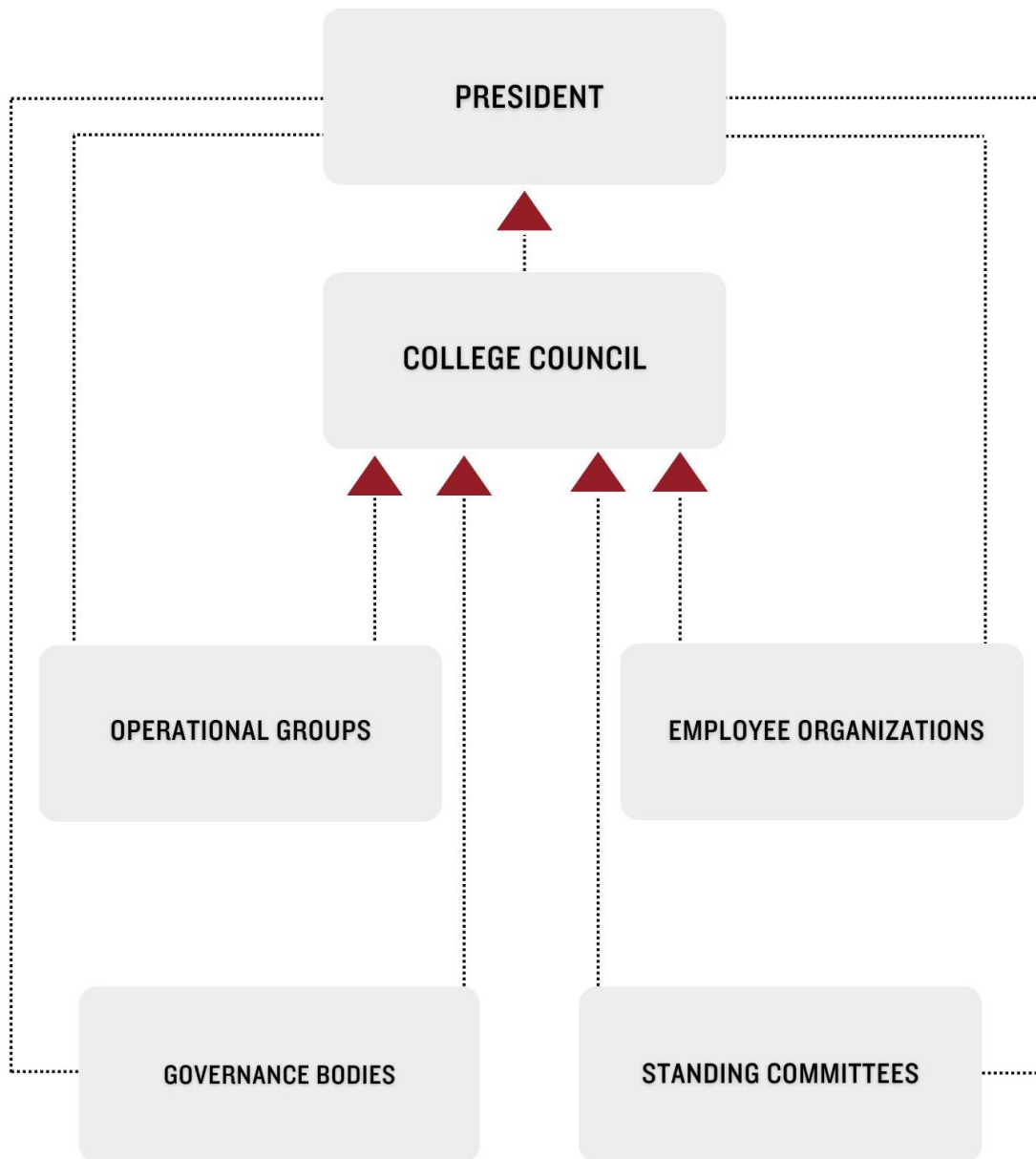
Note: "Recommend" and "input" are intentionally used to differentiate variations in participation.

- **Recommendation:** A recommendation carries the weight of the constituent group making it, is more formal in nature, and may have statutory/legal ramifications.
- **Input:** Input is any information that may influence a decision.



# Bakersfield College

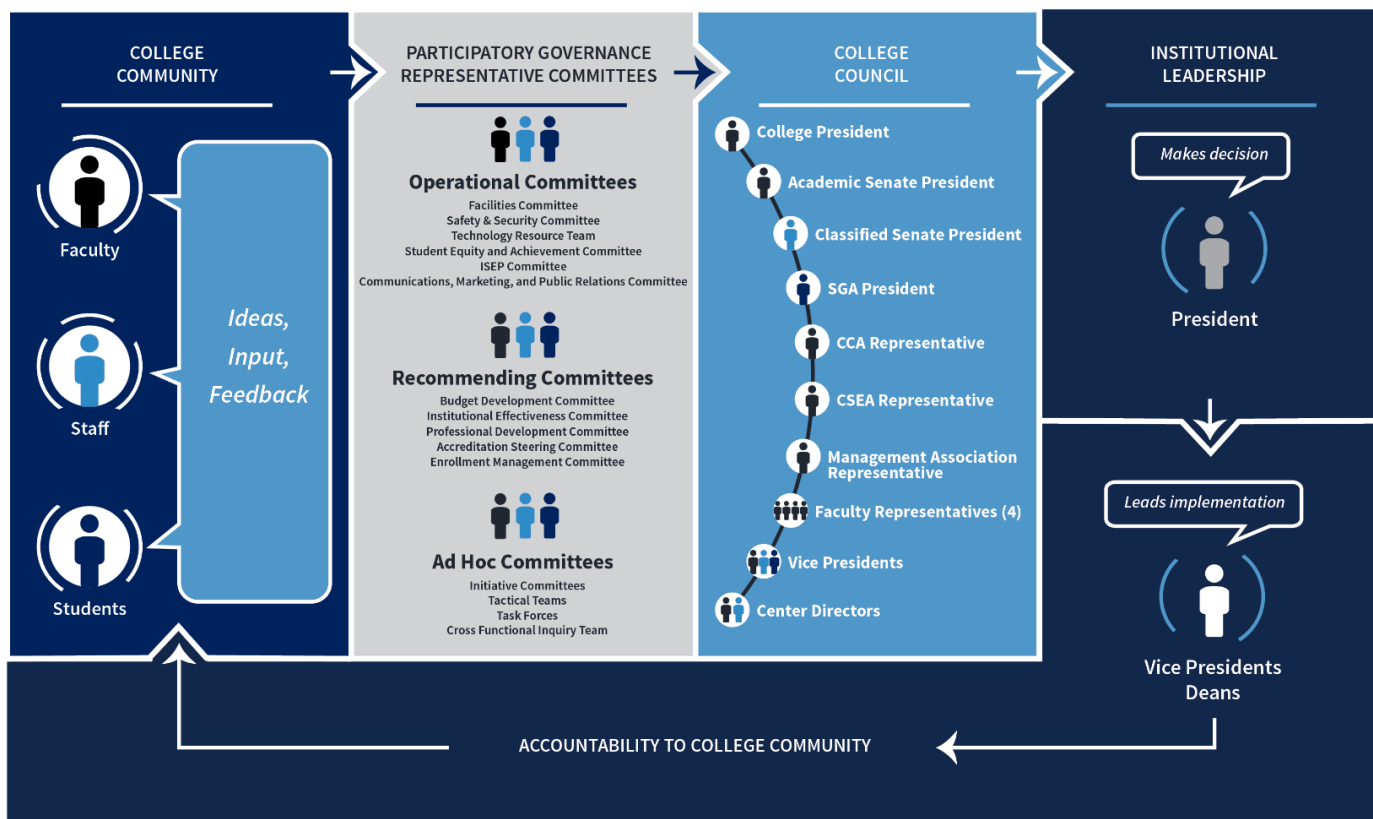
## Governance Decision-Making Process



## Cerro Coso Community College Decision Making Process

Participatory governance works best when all participants approach their role with a goal of understanding the college’s purpose and objectives, contributing ideas, listening for understanding, and committing to equity, civility, mutual respect, and collegial behavior. Active participation by all enables the college community to strive for governance outcomes that are inclusive, reflect all constituency perspectives, and expand the leadership capacity of Cerro Coso Community College. Participants should be consensus-seeking rather than position-taking, which requires the dialogue process to be transparent and enables all members to both listen and understand one another clearly.

### Participatory Governance Process for Cerro Coso Community College



## Porterville Community College Decision Making Process

### **PHILOSOPHY OF PARTICIPATORY GOVERNANCE**

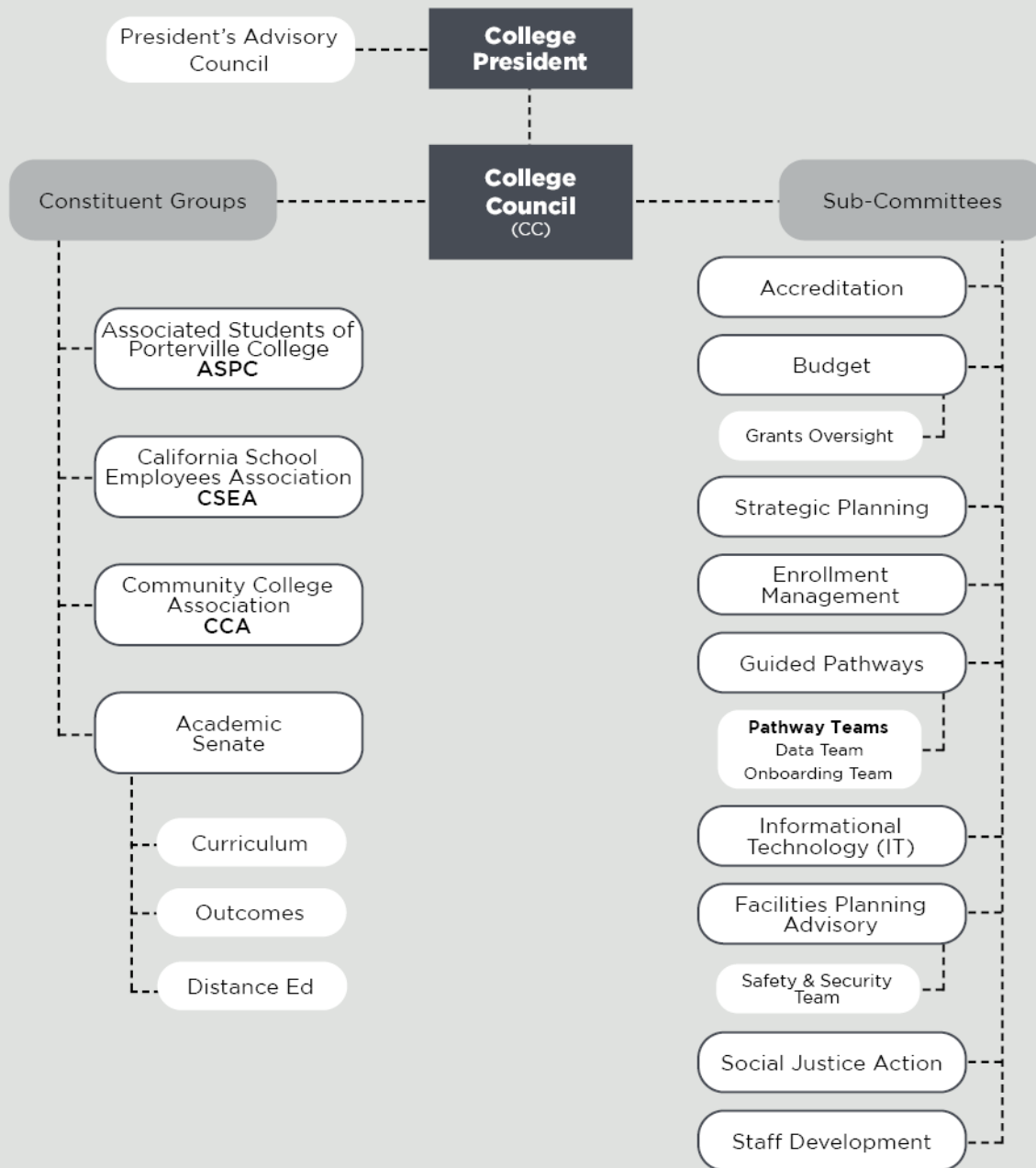
Participatory governance at Porterville College takes place on multiple levels. It is a process that ensures the students, staff, faculty and administration the right to participate effectively in the governance of the college, providing the opportunity for input and ensuring this input is given every reasonable consideration and that all decisions are well informed. Through the participatory process, the campus community engages in ongoing dialogue about quality, learning assessment and implementation of institutional changes that improve student success.

This dialogue promotes trust and broadens the sense of participation within the campus community. While many of the campus decisions result from this collegial process, it is recognized that the determinations reached through the participatory process are advisory to the College President who is the institution's chief executive officer.



Decision Making Model. This flowchart on the following page depicts how items reach the College President for approval.

# Planning and Decision-Making Flow Chart



## Definitions

### DEFINITION OF TERMS

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

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

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

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

**Review**--- to give a critical evaluation of; to go over or examine critically or deliberately

**Compliance**---observance of official requirements

## Appendix

### District Committees

<b>Standing Participatory Governance</b>	
District Consultation Council	Chancellor's Office
Banner Steering Committee	Chief Information Officer
District-wide Budget Committee	Chief Financial Officer

<b>Standing Managerial</b>	
Chancellor's Cabinet	Chancellor
Administrative Council	Chancellor
Confidential/Management Study Committee	VC, Human Resources
IT Directors	Chief Information Officer
Vice Presidents of Finance	Chief Financial Officer
Accounting Managers	Chief Financial Officer
HR Managers	VC, Human Resources
District Institutional Research Team	Executive Director, Institutional Research & Reporting
Vice Presidents	VC, Educational Services and Student Success
Career Technical Deans Committee	AVC, Workforce and Economic Development

<b>Task Forces (as needed)</b>	
Strategic Planning Task Force	Chancellor
Elements of Decision-Making Task Force	Chancellor
Budget Allocation Model Evaluation Task Force	Chief Financial Officer

<b>Board of Trustees Committees</b>	
Board Finance and Audit Committee	Chief Financial Officer
Board Legislation Committee	Chancellor
Board Evaluation Committee	Chancellor
Board Accreditation Committee	VC, Educational Services and Student Success
Board Officer Nominating Committee	Chancellor
KCCD Public Facilities Corporation	Chief Financial Officer
Resource Development and Facilities Committee	Chief Financial Officer
Student Success with Equity (DEIA) Committee	VC, Educational Services and Student Success

*November 19, 2024 – Admin Council*

*November 21, 2024 – Chancellor's Cabinet*

*Approved January 28, 2025 – District Consultation Council*

*March 13, 2025 First Read – Kern CCD Board of Trustees*

*April 10, 2025 Second Read and anticipated approval – Kern CCD Board of Trustees*