

## **Standard IVD: Multi-College Districts or Systems**

**IVD.1 In multi-college districts or systems, the district/system CEO provides leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. Working with the colleges, the district/system CEO establishes clearly defined roles, authority and responsibility between the colleges and the district/system.**

### **Evidence of Meeting the Standard**

The Chancellor engages employees from both credit colleges and North Orange Continuing Education (NOCE) to work together towards educational excellence and institutional integrity. With leadership and communication, the Chancellor has established clear roles, authority, and responsibility for the colleges and the District that support the effective operation of the colleges and the overall effectiveness of the District as a whole.

*NOCCCD Board Policy 2430-Delegation of Authority to Chancellor* clearly states, “The Board delegates to the Chancellor the executive responsibility for administering the policies adopted by the Board and executing all decisions of the Board requiring administrative action” (IVD1.1 – BP 2430, p.1). The same policy also states that the Chancellor may delegate the administration of colleges and centers but is still responsible to the Board for the execution of such delegated powers and duties. The Chancellor is empowered to reasonably interpret board policy and has the power to act in situations where there is no Board policy direction as long as the Board is informed of such action. The Chancellor is required to recommend written Board policy if one is required. As per *NOCCCD Board Policy/Administrative Procedure 2435-Evaluation of the Chancellor*, the Chancellor is expected to perform the duties contained in the Chancellor job description and fulfill other responsibilities as determined in annual goal-setting and evaluation sessions (IVD1.2a – BP 2435; IVD1.2b - AP 2435). The Chancellor shall ensure that all relevant laws and regulations are complied with, and that required reports are submitted in a timely fashion. The Chancellor acts as the professional advisor to the Board in policy formation and will make available any information or give any report requested by the Board as a whole and shall meet the requests for information from individual Board members if they are not unduly burdensome or disruptive to District operations. Such information based on individual Board member requests will be provided to all trustees (IVD1.1- BP 2430).

*NOCCCD Administrative Procedure 2430-Delegation of Authority to Chancellor* further delineates, “the Chancellor delegates full responsibility and authority to the College Presidents and the Provost to implement and administer delegated policies and holds them accountable for the operation of their respective institution” (IVD1.3 – AP 2430).

Working closely with the colleges and North Orange Continuing Education, the District has developed and implemented a clear functional map that confers primary, secondary, and shared responsibility between the colleges and District Services on all functions in the District that are in support of educational excellence and institutional integrity (IVD1.4 – NOCCCD Functional Map).

The Chancellor demonstrates leadership in setting and communicating expectations for educational excellence and institutional integrity through regular participation in various faculty, staff, and student events at the colleges and the NOCE ranging from Opening Day to

commencement, from quarterly coffee meetings with the Chancellor and the Board (IVD1.5 – Coffee with Chancellor webpage) to monthly Memos from the Chancellor (IVD1.6 – Memos from the Chancellor webpage). In all these communication venues, the Chancellor focuses on expectations for educational excellence, institutional integrity, and support for effective college operations. All employees are expected to engage in and support District and College accreditation activities. The Chancellor also exhibits leadership at weekly meetings with Chancellor’s Staff (senior District administrators and college presidents), as well as the District Consultation Council (DCC), where expectations are communicated, roles reviewed and discussed, and authority and responsibility between colleges and the District delineated in order to ensure effective operation of the colleges. In general, Chancellor’s Staff meetings address operational effectiveness and alignment between the District Services and the colleges, while the DCC focuses on overall District policy and direction in educational excellence and institutional effectiveness (IVD1.7 - NOCCCD Decision Making Resource Manual).

The Chancellor communicates expectations of educational excellence and integrity during the selection and evaluation process for college presidents as well. The Chancellor holds presidents to clearly articulated standards for student success, educational excellence, and financial sustainability. Educational excellence and integrity is emphasized in their annual evaluations, goal-setting for the upcoming year, and review of their self-evaluations (see Standard IVD4).

Last, the vision and goals are posted on the Chancellor’s website. The current vision for the NOCCCD Chancellor is “an effectively-run organization that is responsive to the needs of our diverse communities; values and respects all constituents; and embraces life-long learning while putting students first” (IVD1.8 – Chancellor’s Welcome). For the 2015-16 academic year, the Chancellor has the following annual goals:

- **Increase student success** – organize and expand a District wide faculty and staff development program for all groups
- **Accreditation compliance and update comprehensive master plan (education and facilities)** – midterm update to the education portion of the District’s Comprehensive Master Plan.
- **Financial planning and stability** – implement the Measure “J” bond program; develop plan for the unfunded liabilities; effective enrollment management; expand District wide grant opportunities; and maintain positive employee relations/negotiations.
- **Improve communication** – regular updates from the Chancellor to inform the Board about pertinent District activities; establishment of District legislative agenda; complete District website redesign to include a master calendar for the entire District inclusive of both credit colleges and NOCE; produce District Annual Report and present Annual Report to the Board; continue “Coffee with the Board of Trustees and Chancellor” and luncheons with new employees; Chancellor monthly memos; and electronic newsletter for District Services (inside/NOCCCD).
- **Employee diversity** – update the EEO plan as it relates to faculty and staff hiring; and annual report to the Board on the District’s diversity efforts.
- **Effective operations of the District** – fill vacant positions; develop role of the Vice Chancellor, Educational Services and Technology; increase/improve electronic processes; and Title IX compliance.

The NOCCCD has set clear expectations and provided the appropriate structure to facilitate educational excellence and integrity throughout the District. The District's recent Chancellors have provided effective leadership in pursuit of these goals. Since the last accreditation visit NOCCCD has experienced a change in leadership. In 2015, Chancellor Ned Doffoney retired after seven years of service. Under Chancellor Doffoney's leadership, the District adopted and implemented an integrated planning model that values the contribution of all constituency groups, sets the District strategic directions to improve student learning, eliminates the Achievement Gap, reduces students' time in basic skills, improves communication, and increases community partnerships. Chancellor Doffoney also engaged the entire District community to adopt innovative practices and improve the overall effectiveness of the District (IVD1.9 Evidence).

While searching for a new Chancellor, Vice Chancellor Fred Williams assumed the Interim Chancellor position in 2015. Interim Chancellor Williams had a "Students First" vision for the District. His focus and passion was student success. During his tenure as Interim Chancellor, he led the District in advancing the student success agenda in numerous ways. For example, Chancellor Williams completed the midterm update and review of the District's Comprehensive Master Plan (CMP) to not only assess the strength and growth potential of the educational programs but to also forecast facilities needs to respond appropriately to the needs of the educational programs (IVD1.10 – CMP Review and Update). In addition, in order to expand District wide professional learning and development efforts Chancellor Williams hosted the first-ever NOCCCD Great Teachers Seminar and initiated a District-wide New Faculty Orientation program and Cultural Competency training (IVD1.11a – New Faculty Orientation Agenda Sept.; IVD1.11b – New Faculty Orientation Agenda Jan.).

After an unsuccessful search failed to yield an acceptable candidate, NOCCCD began a new search in 2016. Dr. Cheryl Marshall was selected as the current Chancellor of NOCCCD and began her tenure on July 5, 2016. Under her leadership the District is redoubling its effort in effective enrollment management, focusing attention and resources on pathways, creating a "Long Beach Promise" type of student success program, developing high impact practices, accessing open educational resources and experiential and work-based learning, and creating strong workforce programs (IVD1.12 Chancellor's Goals). Chancellor Marshall is a dynamic, engaged and visionary leader who has proven her effectiveness during the short time she has been with the District.

## **Analysis and Evaluation**

**The College and District meet the Standard.** The Chancellor of NOCCCD provides leadership in setting and communicating expectations of educational excellence and integrity throughout the District. District Board Policies and Administrative Procedures 2430 and 2435 clearly establish the authority and responsibilities of the Chancellor to assure support for the effective operation of Cypress College and the other institutions in the District.

In all communications and actions, the Chancellor demonstrates a strong commitment to educational excellence and institutional integrity. In addition, the Chancellor assures support for

effective operation of the colleges when meeting individually with the college presidents on a regular basis to discuss progress on their annual goals and any concerns, needs, and opportunities for their individual campus. The Chancellor communicates expectations for educational excellence and integrity with faculty, staff, and students through monthly meetings of the District Consultation Council (DCC) (IVD1.13 – DCC Meeting and Agenda webpage).

Through the District Functional Map, the Chancellor works with the colleges to clearly define roles, authority, and responsibility of the colleges and the District. During this accreditation cycle and under the leadership of the interim Chancellor, the District and the colleges worked collaboratively to substantively revise and update the District’s functional map that clearly delineates college and district roles. The functional map is evaluated regularly based on discussions in Chancellor’s Staff and District Consultation Council. Update of the District’s Functional Map as a part of the District’s regular review and planning cycle further strengthens its usefulness in providing clear roles, responsibilities, and authority for employees and stakeholders across the District.

#### Evidence Sources

- IVD1.1 – NOCCCD Board Policy 2430 Delegation of Authority to Chancellor
- IVD1.2a – NOCCCD Board Policy 2435 Evaluation of the Chancellor
- IVD1.2b – NOCCCD Administrative Procedure 2435 Evaluation of the Chancellor
- IVD1.3 – NOCCCD Administrative Procedure 2430 Delegation of Authority to Chancellor
- IVD1.4 – NOCCCD Functional Map -
- IVD1.5 – Coffee with the Board of Trustees and Chancellor -
- IVD1.6 – Memo from the Chancellor, November 2016
- IVD1.7 – NOCCCD Decision Making Resource Manual
- IVD1.8 – Chancellor’s Welcome
- IVD1.9 – awaiting evidence
- IVD1.10 – CMP Review and Update
- IVD1.11a – New Faculty Orientation Agenda Sept
- IVD1.11b – New Faculty Orientation Agenda Jan
- IVD1.12 – Chancellor’s Goals
- IVD1.13 – DCC Meeting and Agenda webpage

**IVD2. The district/system CEO clearly delineates, documents, and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice. The district/system CEO ensures that the colleges receive effective and adequate district/system provided services to support the colleges in achieving their missions. Where a district/system has responsibility for resources, allocation of resources, and planning, it is evaluated against the Standards, and its performance is reflected in the accredited status of the institution.**

#### Evidence of Meeting the Standard

*NOCCCD Administrative Procedure 2430-Delegation of Authority to Chancellor* clearly states, “the Chancellor delegates full responsibility and authority to the College Presidents and the

Provost to implement and administer delegated policies and holds them accountable for the operation of their respective institution” (IVD2.1 – AP 2430). The District has operated under the provisions of this Administrative Procedure since 2003. The District offers a set of services primarily related to human resources and fiscal work. The colleges operate fairly independently as long as their resource needs are being met. With the hiring of a Vice Chancellor and the creation of a District Office of Educational Services and Technology in 2014, more questions surfaced as to the delineation of roles and responsibilities between the District and the colleges/NOCE. Specifically, all District and college/NOCE stakeholders communicated their concerns, and a new substantially revised Functional Map was jointly created in 2016. The Functional Map was then distributed to relevant stakeholders across the District (IVD2.2 – NOCCCD Functional Map).

In 2012, the District developed and started to implement *The NOCCCD 2012 Decision Making Resource Manual: Structure, Function and Alignment* (DMRM)(IVD2.3- DMRM). The *DMRM* clearly defines the structure of governance and decision-making in the District as well as the functions of different groups in policy development, student success; and institutional effectiveness. The *DMRM* is reviewed and updated annually to maintain credibility as a valuable resource. The document is also evaluated every three years as a part of the overall District assessment of its planning processes (IVD2.3 – Decision Making Manual).

In tandem with the development of the *NOCCCD DMRM*, the District also developed an *Integrated Planning Manual* (IPM)(IVD2.4 - IPM). The *IPM* documents the following:

- The District Strategic Directions establish the District-wide institutional goals. The campuses in turn develop site-specific goals, objectives, and action plans that collectively contribute to the achievement of the District Strategic Directions.
- The annual Progress Report details progress on District Strategic Directions and District Objectives, as well as campus goals and objectives (p. 4).

The *IPM* depicts how the components in the District-level planning process link to one another in a cycle of evaluation, development of goals and objectives, resource allocation, plan implementation and re-evaluation. In this way, NOCCCD planning practices demonstrate institutional effectiveness and a cycle of continuous quality improvement. Most importantly for this Standard, the *IPM* ushers in an era of District Services Administrative Review. This is an annual program review process for all District Services in which they analyze and track efforts to continually improve the quality of the services provided to the campuses (IVD2.4 - IPM).

District Services are organized into several units that are subject to an annual administrative review (IVD2.5 – District services webpage). The District-wide Services and Communications Satisfaction Survey is one of the key instruments to provide District Services with the quantitative and qualitative data needed to complete the administrative review (IVD2.6 – SCSS). The following is a brief description of the core functions of each of the District Services units (IVD2.7 - evidence):

**Chancellor's Office** – supports the Board of Trustees; provides services to the Board of Trustees including litigation, contracting, Conflict of Interest filings, and Board Policies and Administrative Procedures review.

**Educational Services and Technology** – coordinates District-level strategic planning, accreditation, research, and institutional effectiveness, as well as District-wide educational and student services initiatives including educational technology planning and deployment, and assists in curriculum inventory and planning of the colleges; coordinates and facilitates District-wide grants and resource development activities.

**Facilities Planning and Construction** – is responsible for the long-term planning, management, and oversight of capital improvement and bond projects, as well as for working collaboratively with college administrators to identify creative, cost-effective solutions to facility challenges.

**Fiscal Affairs** – includes Budget Management and Analysis (develops revenue projections, manages funding and allocations, and ensures college compliance and reporting); the Accounting Office (responsible for District accounting, fiscal reporting, accounts payable, payroll, and student financial aid administration); Risk Management (Workers' Comp Insurance and District Safety); and Internal Audit (oversees internal controls and manages the NOCCCD Whistleblower hotline). The Vice Chancellor of Finance and Facilities serves as the Chief Business Officer (CBO) of the District and acts as the financial advisor to the Board and the Chancellor.

**Human Resources** – assists colleges with the recruitment and hiring of academic personnel, classified staff, and management employees; manages employee performance and discipline; conducts collective bargaining; develops HR guides; administers the Employee Assistance Program; and oversees staff development and diversity initiatives and Title IX compliance and reporting.

**Information Services** – facilitates planning, budget, staffing, training, policies, system selection, backup/recovery, and business continuity for Banner including Student, Finance, HR, MIS Reporting, Financial Aid, myGateway, and Degree Works; Online Catalog/Schedule; Assistance for campus websites; ARGOS reporting tool; Enrollment Management System (SPMS); Event Management System (EMS); Mobile Applications; and Library system.

**Public and Governmental Affairs** – serves as a resource to faculty, staff, students, the Board of Trustees, elected officials, and the general public for information that clarifies and enhances understanding of the District's mission, vision and values, as well as Board policies, programs and services; and responds to Public Records Act requests. Areas of responsibility include Internal District Communications; External Communications; News Media and Public Relations; Publications; District-wide Marketing/Advertising; Web Site Content and Design; Government Relations; District Foundation and Scholarships; Board of Trustee Recognition Programs; and Printing and Design Department (Printing, Binding, Graphic Design, Copying, and Mail Delivery).

District Services have been conducting annual administrative reviews since 2011, and the results are used to improve centralized services to the campuses (IVD2.8 – Administrative Review Template).

### **Analysis and Evaluation**

**The College and District meet the Standard.** As prescribed by *AP 2430*, the Chancellor of NOCCCD delineates, documents, and communicates the operational responsibilities and functions of the District from those of the colleges through the Functional Map and consistently adheres to this delineation in practice. The District is comprised of two credit colleges, one large sized, one medium sized, and North Orange Continuing Education. The three educational entities in the District are not only of varying sizes but have different needs and serve different student populations; therefore, District Services strives to continuously delineate its functions and operational responsibilities.

Through District planning documents, the *Decision-making Resource Manual* and the *Integrated Planning Manual*, the Chancellor ensures that the colleges receive effective and adequate District provided services to support the colleges/NOCE in achieving their missions. Adequacy and effectiveness of District Services are evaluated through annual administrative reviews and District-wide Services and Communication Satisfaction Surveys. Through the implementation of the comprehensive program review process, District Services are engaged in a regular cycle of evaluation for continuous quality improvement.

The District continuously evaluates its resource allocation and financial accountability policies to ensure colleges receive adequate support and are able to meet accreditation standards related to financial resources and stability. While the District meets the Standard, attention to consistent and wide-spread dissemination of processes related to resource allocation and financial accountability should continue to be evaluated and strengthened. Stakeholders would benefit from an easily accessible and centralized location for dissemination of information and procedures.

### Evidence Sources

IVD2.1 – NOCCCD Administrative Procedure 2430 Delegation of Authority to Chancellor

IVD2.2 – NOCCCD Functional Map

IVD2.3 – NOCCCD 2012 Decision Making Resource Manual: Structure, Function and Alignment

IVD2.4 – NOCCCD Integrated Planning Manual

IVD2.5 – District Services Departments Webpage

IVD2.6 – District-wide Services and Communications Satisfaction Survey Spring 2015

**IVD2.7 – District Services Descriptions waiting**

IVD2.8 – Administrative Services Review Template

**IVD3. The district/system has a policy for allocation and reallocation of resources that are adequate to support the effective operations and sustainability of the colleges and district/system. The district/system CEO ensures effective control of expenditures.**

### **Evidence of Meeting the Standard**

In 2012, the District developed a *Budget Allocation Handbook* (IVD3.1 - BAH). The *Handbook* describes in detail the process used by NOCCCD to allocate resources. At the core of NOCCCD's resource allocation process is a governance group, the Council on Budget and Facilities (CBF). One of five District-level governance groups, the CBF's charge is to make recommendations regarding policies, planning and other matters related to NOCCCD fiscal resources and facilities. Recommendations from the CBF are forwarded to the District Consultation Council (DCC). After consideration of input from the DCC, the Chancellor makes the final recommendation which is then submitted to the Board of Trustees for approval. The *Handbook* describes the components of the budget allocation model at the District level. Each of the NOCCCD entities, Cypress College, Fullerton College, and North Orange Continuing Education (NOCE), also has a budget allocation model for the internal distribution of funds including evidence of how budget allocations are linked to campus and District planning.

*NOCCCD Board Policy 6200 Budget Preparation* further specifies that "the annual budget shall support the District's master and educational plans" (IVD3.2 –BP 6200). The basic tenets behind the NOCCCD resource allocation model/process is to align resource allocation with the District's mission and to link District Strategic Directions and District Objectives to the resources needed to accomplish these institutional goals. NOCCCD uses an incremental approach to budgeting. The process each year begins with the previous year's base budget, with adjustments as necessary, based on projections of available revenue for the current year. The three major principles that guide the resource allocation process are to

- balance ongoing expenditures with ongoing revenues;
- maintain a 5% reserve for economic uncertainties;
- maintain appropriate autonomy for each NOCCCD entity to use resources in a manner that best addresses the individual entity's needs (IVD3.1 – BAH, p. 8).

A key component of the budget model is the establishment of a District-wide FTES target that approximates the expected FTES funding by the state. Once established, FTES targets are monitored closely to ensure there is no detrimental impact on future apportionment revenues. Resource allocation in the District is done to support effective operations and sustainability of the colleges/district (IVD3.1- BAH, p. 8).

For resource allocation purposes, total estimated available resources consist of unrestricted on-going revenues, Board discretionary funds, and carryover funds and they are used to fund expenditures throughout the District for the current budget year. In some cases, total available funds are used to supplement expenditures as restricted fund revenues and self-supported program revenues are also used to fund expenditures throughout the District (IVD3.1 – BAH, p. 9).

While a methodical allocation of resources is essential to institutional success, budgeting and control of expenditures is equally important. Expenditures are primarily comprised of the following categories and are considered in the following order:

- **Personnel:** The salary and benefits for permanent employees of NOCCCD, including regular and contract faculty, management, classified, and confidential staff.

- District-wide: Costs that serve all of the budget centers, including insurance expenses, attorney and audit fees, election expenses, utility costs, waste disposal, and retiree medical benefits.
- Extended Day: Funding allocations to Cypress College, Fullerton College, and North Orange Continuing Education for part-time faculty and full-time faculty overload expenditures.
- Operating Allocation: Funding provided to the budget centers for discretionary expenditures, including supplies, equipment, services, and non-classified hourly staff (IVD3.1- Budget Allocation Handbook, p. 10).

As the first step in the budget allocation process, budget is allocated to fund the salary and benefit costs of existing permanent personnel positions. Personnel expenses account for over 85% of NOCCCD's annual operating budget (IVD3.1 - Budget Allocation Handbook, p. 10). Given that education is a relationship-based endeavor, personnel are essential to achieving the educational mission of the District. Personnel expenses capture the base salary and benefit categories specific to each individual employee. Therefore, the personnel costs for all permanent positions within the NOCCCD budget are closely monitored by the Fiscal Affairs and Human Resource departments and are "rolled" into the budget from the budgetary position control system, which means that the individual budget centers do not have discretion over these allocations and cannot modify these balances during the budget input process. If adjustments to the "rolled" balances are warranted, the Fiscal Affairs department will make an adjustment through the processes established in *NOCCCD Board Policy and Administrative Procedure 6250 Budget Management* (IVD3.3a – BP 6250; IVD3.3b – AP 6250).

Once established, the budget is monitored and discussed at Budget Officers meetings (IVD3.4 – Budget Officers Meeting Agenda), reported to and discussed routinely by the Council of Budget and Facilities (IVD3.5 – CBF Minutes), quarterly reported to the Board of Trustees and then submitted to the State Chancellor's Office (IVD3.6 – CCFS 311; IVD3.7 – CCFS 311Q), and finally audited at year end by an outside accounting firm (IVD3.8 – Final Audit Report).

The NOCCCD's allocation of resources is transparent, well understood, and works to meet the operational needs of the colleges, North Orange Continuing Education, and District services. Each year starting in January, the Board reviews the Governor's January budget and affirms that the District Strategic Directions are the NOCCCD priorities for the coming fiscal year. Between February and May, on a monthly basis the Council on Budget and Facilities reviews and revises the budget assumptions as warranted, based on new information and updates from the DCC on the status of the budget assumptions for the coming fiscal year. The four budget centers in the District (District Services, Cypress College, Fullerton College, and the NOCE) receive tentative allocations for the coming fiscal year based on the budget allocation model in May of each year and build a site-specific tentative budget. In June of each year, the tentative budget is presented to the Board of Trustees for approval. The presentation includes links between the budget allocations and the District Strategic Directions. Between July and August, the Vice Chancellor of Finance and Facilities and the District Director of Fiscal Affairs review state budget changes and incorporate those changes into the proposed budget assumptions. During the same time period, Budget Officers at the four budget centers analyze year-end results and incorporate these results into local planning processes. In September of every year, the final budget is presented to

the Board of Trustees for approval (IVD3.1- BAH, p. 5). The budgeting process at NOCCCD is based on institutional priorities and is consultative in nature. In October of each year, the CBF evaluates the allocation model for both the process and those allocations that are formula driven, and it prepares a report to the DCC. Some examples of formula-driven allocations are backfill rates, FTES targets, and operating allocation increases for COLA and growth funding (IVD3.1 - Budget Allocation Handbook, p. 15).

The District also systematically assesses the effective use of financial resources and uses the results of the evaluation as a basis for improvement. Several components in the budgeting process are used in this manner:

- All expenditures related to the Strategic Plan Fund are tracked separately to provide Budget/Financial information to the Project Leaders for inclusion in their year-end report.
- Budgeted expenditures related to each District Strategic Direction will be tracked separately using a unique identifying budget code in order for financial information to be presented as part of the Annual Budget Report, as well as the annual evaluation of the District's accomplishments toward implementing the Strategic Directions (IVD3.1- Budget Allocation Handbook, p.15 ).

## **Analysis and Evaluation**

**The College and District meet the Standard.** The District has established policies and procedures for allocation and reallocation of resources in the form of *NOCCCD BP/AP 6200 and 6250*, as well as regular evaluation of those procedures to support the effective operations and sustainability of the colleges and the District. Under the leadership of the Chancellors, NOCCCD has been fiscally solvent for years and has exhibited effective control of expenditures.

### Evidence Sources

- IVD3.1 – NOCCCD Budget Allocation Handbook
- IVD3.2 – NOCCCD Board Policy 6200 Budget Preparation
- IVD3.3a – NOCCCD Board Policy 6250 Budget Management
- IVD3.3b – NOCCCD Administrative Procedure 6250 Budget Management
- IVD3.4 – Budget Officers meeting agenda December 13, 2016
- IVD3.5 – Council on Budget and Finance minutes October 10, 2016
- IVD3.6 – CCFS-311 report
- IVD3.7 – CCFS-311 Quarterly Financial Status report
- IVD3.8 – NOCCCD 2016 Final Audit Report

**IVD4. The CEO of the district or system delegates full responsibility and authority to the CEOs of the colleges to implement and administer delegated district/system policies without interference and holds college CEO's accountable for the operation of the colleges. The Chancellor delegates full responsibility and authority to the college presidents and supports them in implementing District policies at their respective colleges. College**

**presidents are held accountable for their college’s performance by the Chancellor, the Board, and the communities they serve.**

### **Evidence of Meeting the Standard**

*NOCCCD Administrative Procedure 2430 Delegation of Authority to the Chancellor* clearly states,

the Chancellor delegates full responsibility and authority to the College Presidents and the Provost to implement and administer delegated policies and holds them accountable for the operation of their respective institutions (IVD4.1).

College presidents have full responsibility and authority to conduct their work without interference from the Chancellor (see Standard IVC3). College presidents have full authority in the selection and evaluation of their staff and management team. The framework for CEO accountability is established through annual goal setting between the Chancellor and each college president. College presidents then complete a yearly self-evaluation based on their established goals. At least every three years (or sooner if requested), presidents undergo a comprehensive evaluation, which includes an evaluation committee, peer input, and, if needed, recommendations for improvement. Unsatisfactory evaluations may result in suspension, reassignment, or dismissal (IVD4.2 – Management Appraisal Instrument). The role of the Chancellor, as well as that of the presidents and the levels of authority within, is reinforced in the NOCCCD Functional Map which is published on the District website (IVD4.3a – Functional Map; IVD4.3b – NOCCCD Accreditation Webpage).

### **Analysis and Evaluation**

**The College and District meet the Standard.** Per *BP/AP 2430*, the Chancellor of NOCCCD delegates full authority and responsibility to the college presidents to implement District policies without interference. College presidents serve as the chief executives and educational leaders of their respective colleges. They ensure the quality and integrity of programs and services, accreditation status, and fiscal sustainability of their colleges. The Cypress College President is held accountable for the college’s performance in achieving stated goals as part of the regular evaluation.

#### Evidence Sources

- IVD4.1 – NOCCCD Administrative Procedure 2430 Delegation of Authority to the Chancellor
- IVD4.2 – Management Appraisal Instrument
- IVD4.3a – NOCCCD Functional Map
- IVD4.3b – NOCCCD Accreditation Functional Map Webpage screenshot

**IVD5. District/system planning and evaluation are integrated with college planning and evaluation to improve student learning and achievement and institutional effectiveness.**

### **Evidence of Meeting the Standard**

*The North Orange County Community College District Integrated Planning Manual* is a guide to integrated institutional planning at the District level (IVD5.1). The processes described in the document identify the ways that constituent groups participate in and contribute to District-level

long-term and short-term planning. Each of the NOCCCD entities, Cypress College, Fullerton College, and North Orange Continuing Education (NOCE), also has an integrated planning process in which components are linked to one another. At Cypress College, the *Educational Master Plan* (EMP) (IVD5.2) is linked to the Directions articulated in both the District Strategic Directions (IVD5.3 – NOCCCD Strategic Plan) and the College’s Strategic Plan (IVD5.4). The campus-level planning processes link to District-level planning in two major ways:

- The District Strategic Directions establish the District-wide institutional goals. The campuses in turn develop site-specific goals, objectives, and action plans that collectively contribute to the achievement of the District Strategic Directions.
- The annual Progress Report details progress on District Strategic Directions and District objectives, as well as campus goals and objectives.

Since 2011 when the District created its *Comprehensive Master Plan* (CMP) (IVD5.5 - CMP) and substantially revised and updated its planning process, the District has adopted and implemented the integrated planning model outlined in the *Integrated Planning Manual*. This integration involves collaboration and cooperation between the colleges, NOCE, District Services, and District-level shared governance committees, organizational groups, and ad hoc workgroups.

The NOCCCD CMP and the College EMP work in conjunction to develop long term planning for student achievement and success. Based on these long range planning documents, the campus creates specific goals/objectives which are developed into action plans within the *College Strategic Plan*. These action plans are directly linked and developed to effectively support both the College’s EMP and the District’s Strategic Directions.

Assessments of both District and Cypress College planning processes occur on a regular basis. At the District level, *The Integrated Planning Manual* is reviewed and updated annually to maintain credibility as a valuable resource. The annual update is prepared by the Vice Chancellor of Educational Services and Technology and reflects minor changes, such as descriptions, timelines, or processes. In addition to this annual review of contents, the District-wide integrated planning processes are evaluated every three years. This assessment occurs as a component of NOCCCD’s assessment of its decision-making processes, which includes gathering input District-wide and then using those results to prepare an assessment report that is submitted to the District Consultation Council (DCC) (IVD5.6 - Evidence). The DCC reviews the assessment report and recommends revisions to planning processes as warranted based on that assessment, including annual updates of the *Decision-making Resource Manual*, the *Integrated Planning Manual*, and the *Resource Allocation Handbook* (IVD5.7- DCC Minutes regarding revisions).

The Institutional Effectiveness Coordinating Council (IECC) is the body that facilitates the assessment of the planning and decision-making processes at the District. On an annual basis and a three-year cycle, the District collectively produces an *Annual Progress Report* that details the progress made toward the District Strategic Directions (IVD5.8- Progress Report). The IECC has examined the general effectiveness of the *Annual Progress Report* and recommended a change in timeline for the District to produce a more succinct, summary progress report to coincide with the cycle of annual reporting by the colleges. Therefore, instead of the District

producing an annual report in early September, the annual progress report will be completed and submitted to the Board in late spring (IVD5.9 - IECC Minutes April 2016).

The District also conducts an annual District-wide Services and Communications Satisfaction Survey, which not only gathers data on the assessment of District-wide planning and decision-making process, but also gathers data for District Services Administrative Review. The IECC made a recommendation to the DCC in Fall 2015 to turn the annual District Services and Communication Satisfaction Survey into an every other year survey in order to increase efficiency and maximize responses (IVD5.10- IECC Minutes, October 2015). This recommendation was accepted by DCC. Beginning in 2017, the survey will be conducted every other year (IVD5.11 - DCC Summary, October 2016).

At the College level, evaluation of planning occurs in two ways. First, the Strategic Directions Workgroup meets annually to assess the efficacy of the campus planning processes. For example, as an assessment of the resource allocation planning process, the Workgroup reviews the Institutional Set Standards/Strategic Plan Fund and One-Time Funding processes to evaluate the efficacy of the resource allocation process (IVD5.12a- SP Workgroup Agenda, March 2014; IVD5.12b - SP Workgroup Agenda, March 2015).

Second, once the planning processes are evaluated, the Workgroup assigns ratings to assess the progress made towards the goals and objectives set forth in the College's Strategic Plan. The *Annual Strategic Plan Report* provides updates on progress made towards meeting the goals and objectives of the Strategic Plan and the Workgroup's ratings based on that progress (IVD5.13a – Strategic Plan Year 1 Report; IVD5.13b - Strategic Plan Year 2 Report). The College's Strategic Plan Directions of Student Success, Organizational Excellence, and Relations with the Community are directly linked to the District's Strategic Directions and thus College and District planning processes are integrated.

## **Analysis and Evaluation**

**The College and District meet the Standard.** The NOCCCD planning and evaluation processes are integrated with Cypress College planning and evaluation to improve student learning and achievement and institutional effectiveness. Through the annual and triennial review processes, the District-wide integrated planning is maintained to reflect the inevitable changes in planning processes that are to be expected as part of NOCCCD's cycle of continuous quality improvement.

Through the *Educational Master Plan*, *Strategic Plan*, and Strategic Plan yearly reports, Cypress College engages in ongoing planning and evaluation of planning processes that are inexorably linked with District planning. The College and the District are engaged in a continuous cycle of strengthening and expanding the mechanisms to improve the effectiveness of district-college integrated planning in promoting student learning and achievement. This cycle allows for the ability to make continuous improvements at the District and the College level.

### Evidence Sources

IVD5.1 – NOCCCD Integrated Planning Manual

IVD5.2 – Cypress College Educational Master Plan 2016-2026

IVD5.3 – NOCCCD Strategic Plan  
IVD5.4 – Cypress College Strategic Plan 2014-17  
IVD5.5 – NOCCCD Comprehensive Master Plan  
IVD5.6 – NOCCCD Assessment Report  
IVD5.7 – NOCCCD District Consultation Council Minutes  
IVD5.8 – NOCCCD Districtwide-strategic-plan-progress-report-2015  
IVD5.9 – NOCCCD Institutional Effectiveness Coordinating Council Minutes April 18, 2016  
IVD5.10 – NOCCCD Institutional Effectiveness Coordinating Council Minutes, October 19, 2015  
IVD5.11 – NOCCCD District Coordinating Council Summary October 24, 2016  
IVD5.12a – Cypress College Strategic Directions Workgroup Agenda March 7, 2014  
IVD5.12b – Cypress College Strategic Directions Workgroup Agenda, March 6, 2015  
IVD5.13a – Cypress College Strategic Plan Year One Report  
IVD5.13b – Cypress College Strategic Plan Year Two Report

**IVD6. Communication between colleges and districts/systems ensures effective operations of the colleges and should be timely, accurate, and complete in order for the colleges to make decisions effectively.**

#### **Evidence of Meeting the Standard**

The NOCCCD employs a variety of organizational structures and strategies to ensure effective communication and operations between the District and colleges. These organizational structures also provide opportunities for college-to-college interactions to assure a participatory and informed basis for decision making that will impact the colleges. District-wide councils, governance groups, and organizational groups provide for discussion and significant involvement in decision making in which District and college administrative staff, faculty, classified staff, and students regularly participate. NOCCCD employs effective communication methods, including email, Board meeting summaries, newsletters, memos, events, and the District website to relay information in an accurate and timely manner.

A key component of the communication between the District and the colleges/North Orange Continuing Education (NOCE) is Chancellor's Staff, which meets on a weekly basis and is chaired by the Chancellor. This body includes the vice chancellors, college presidents and provost, District Director of Public and Governmental Affairs, the District Director of Information Technology, and the Executive Administrative Assistant to the Chancellor. Major issues of District operations, including FTES production, District budgeting and allocations, personnel, policy and procedures, strategic planning, community outreach, and other aspects of the District's business are discussed at Chancellor's Staff. These meetings provide a significant forum for input and dissemination of information (IVD6.1- Decision-Making Manual, p. 21).

#### **District-wide Decision-Making Groups**

In 2012, the District developed and implemented *The NOCCCD 2012 Decision Making Resource Manual: Structure, Function and Alignment* that clearly defines the structure of governance and decision-making within the District as well as the roles of different groups in policy development, student success, and institutional effectiveness. In particular, the *Manual*

outlines the role of two types of groups in which District and college administrative staff, faculty, classified staff, and students regularly participate to ensure effective communication and operations: Governance Groups and Organizational Groups. The Groups are essential to the NOCCCD community in that they create opportunities for constituencies to be informed about issues of District-wide importance, including decision making, and they serve as conduits of information to and from the constituents (IVD6.1- Decision-Making Manual). All Governance Groups maintain agendas and meeting summaries/minutes on the District website (IVD6.2a-e Group Agenda and Minutes webpages).

- **Governance Groups**

Members of District-level governance groups represent specific constituencies and as such serve as a liaison to bring information from the constituent group to the District-level dialogue and from the District-level governance group back to its constituents. Recommendations developed by District and campus governance groups flow through a sequence of well-defined steps before the recommendations are forwarded to the Chancellor.

Five District-wide Governance Groups meet monthly: District Consultation Council (DCC), District Curriculum Coordination Committee (DCCC), Institutional Effectiveness Coordinating Council (IECC), Technology Coordinating Council (TCC), and Council on Budget and Facilities (CBF) (IVD6.3- District Governance Groups).

- **Organizational Groups**

Organizational groups assist the Chancellor in implementing the Board's plans and policies by coordinating operational, procedural, and policy implementation. Members encompass a broad range of college faculty, deans, classified staff and administrators, with representatives from the unions, Academic Senates, as well as District Services administrators. Agendas are emailed to members in advance of each meeting.

Fourteen District-level organizational groups meet on a regular basis: Chancellor's Staff, Banner Steering Committee, (Banner Steering Subcommittees: Student Team and MyGateway Steering Committee), Budget Officers, District Agenda Committee, District Equal Employment Opportunity Advisory Committee, District Facilities Committee, District Grants and Resource Development Committee, District Services Committee, District Staff Development Committee, District Technology Roundtable, Educational Technology Steering Team, and Vice Presidents' Council (IVD6.4 – District Organizational Groups).

### **Board of Trustee Communication**

In accordance with NOCCCD *Board Policies 2010-Board Membership* and *2015-Student Members*, NOCCCD is governed by seven elected trustees who establish all District-level policies that guide the general operations of the District. Student trustees representing each of the colleges also sit on the Board and vote in an advisory capacity on non-personnel issues (IVD6.5 – BP 2010; IVD6.6a – BP 2015; IVD6.6 b- AP 2015).

- **Board Meeting Communication**

Regular meetings of the Board are held at 5:30 p.m. on the second and fourth Tuesdays of each month in the Board Room of the Anaheim Campus, 1830 W. Romneya Drive, Anaheim, CA 92801. The first Board meeting of each month focuses on regular business items, while the second meeting of the month is an information/discussion session, with business items handled as needed. The NOCCCD Public Affairs Department publishes a courtesy summary of action taken by the Board of Trustees entitled *News from the Board* before the official minutes are approved (IVD6.7 – News from the Board). *News from the Board* is emailed to all employees of the District and posted to the District website (IVD6.8 – News Email; IVD6.9 – News webpage screenshot).

In accordance with the Brown Act, all agendas and informational documents for Board of Trustee meetings are posted in the lobby of the Anaheim Campus and on the District website (IVD6.10 – Board Minutes and Agendas webpage). They are also distributed electronically to college presidents, college vice presidents, Academic Senates, and bargaining unit representatives prior to the meeting. Per *NOCCCD Board Policy 2360-Minutes*, Minutes of the meetings have the status of official legal documents and must include a record of each Board action. An audible recording of each Board of Trustees meeting is available by contacting the Chancellor’s Office (IVD6.11 - BP 2360).

- **Policy Changes**

District Policy and Procedures are reviewed regularly and periodically by Chancellor’s Staff and subsequently presented for discussion at the District Coordinating Council. Changes to policies and procedures, once approved by the Board of Trustees, are communicated by the Chancellor’s Office, which disseminates emails informing campuses and constituency groups of approved changes to Board Policies and Administrative Procedures (IVD6.12 - Ayon email). These updates are also posted on the District’s website (IVD6.13 – Policies and Procedures Webpage).

### **Chancellor Communication**

The Chancellor engages employees from both credit colleges and the NOCE to work together towards educational excellence and institutional integrity. The Chancellor demonstrates leadership in setting and communicating expectations for educational excellence and institutional integrity through regular participation in various faculty, staff, and student events at the colleges and NOCE. The Chancellor employs several communication methods to keep the Board of Trustees, senior administrators, staff, and students abreast of Trustee matters, District updates and activities, legislative and public affairs updates, and community events, including

- **Board Letter**

Each week, the Chancellor sends a letter to the Board of Trustees communicating events of the week and important information. Included with this letter are the college presidents’ and NOCE provost’s weekly letter to the Chancellor (IVD6.14- Board Letter).

- **Chancellor’s Goals**

The Chancellor posts yearly goals on the District website and distributes them via email to all staff (IVD6.15 - Chancellor’s Welcome webpage). Created with the Board of

Trustees each summer during an annual goal setting retreat, the Chancellor's goals outline important objectives and areas of interest for the District's leadership.

- **Monthly Memo**

One of the regular channels of communication used by the Chancellor is a monthly memo. This memo is distributed to all District staff during the Fall and Spring semesters. It serves as a way to solicit input, explain upcoming operational practices or changes, and provide an overall District update (IVD6.16 – Chancellor's Memo).

- **Coffee with the Board of Trustees and Chancellor**

Coffees with the Board of Trustees and Chancellor are informal gatherings for staff, faculty, and students to ask questions and have a dialogue with Board members and the Chancellor. Each campus hosts one "Coffee" per semester, and employees are welcome to attend any or all of the three "Coffees" at their convenience (IVD6.17 – Coffee with Board and Chancellor webpage).

## **Newsletters**

Select District Services Departments issue regular newsletters in order to disseminate information on current events, announce new initiatives and systems, relay news items of interest, and promote success stories. Newsletters are distributed to all District staff via email and posted on the District website (IVD6.18a- Inside/NOCCCD email: IVD6.18b – inside/NOCCCD Webpage evidence).

- Information Services: *CaTT Tales* is a District Information Services Computer and Telecommunication Technology Initiatives Newsletter which is distributed several times per year (IVD6.19a – CaTT Tales Webpage; IVD6.19b – CaTT Tales email).
- Public Affairs: Launched in March 2016, *inside/NOCCCD* is published by the Public Affairs Office bi-monthly throughout the school year (IVD6.18b – inside/NOCCCD webpage).

## **Website**

In 2014, NOCCCD Public Affairs undertook a complete redesign of the District website (IVD6.20 – NOCCCD Website). The updated website, which allows each District Services Department to manage its own content, launched in January 2016. Creation of web links to the Board, committee, council, and program information has improved the public's and District employees' access to information about the District.

New gateways were added to streamline the user's experience; a District-wide events calendar was created; job opportunities are now featured prominently on the homepage; and important sections like Planning and Governance, Campus Safety, Sexual Misconduct and Title IX, and Professional Development were added. The website now acts as a one-stop-shop for all District information.

## **Analysis and Evaluation**

**The College and District meet the Standard.** Communications between Cypress College and NOCCCD are timely, accurate, and complete. The District ensures regular communication with Fullerton College, Cypress College, and the NOCE through its governance and organizational

groups, website, emails, newsletters, events, and memos. Meeting minutes and agendas are posted online or distributed electronically. NOCCCD's revamped website has facilitated easier access for District Services employees to maintain and for the public to access District information.

Adequacy and effectiveness of District communication methods are evaluated through annual administrative reviews and District-wide Services and Communication satisfaction surveys (IVD6.21- Satisfaction Survey). The multiple methods of communication ensure effective operations and decision-making of the College. While the District has improved its access to information and regular communications, it continues to look for ways to improve efforts in this area, especially in the way of creating more District wide forums for conversation and engagement. In addition, the District would benefit from continued efforts to include all stakeholders in communication efforts. Campus leadership would benefit from review of the consistency of policy interpretation and timely communication across campus.

#### Evidence Sources

- IVD6.1 – NOCCCD 2012 Decision Making Resource Manual
- IVD6.2a – District Consultation Council (DCC) Agenda and Minutes webpage
- IVD6.2b – District Curriculum Coordinating Committee (DCCC) Agenda and Minutes webpage
- IVD6.2c – Institutional Effectiveness Coordinating Council (IECC) Agenda and Minutes webpage
- IVD6.2d – Technology Coordinating Council (TCC) Agenda and Minutes webpage
- IVD6.2e – Council on Budget and Facilities (CBF) Agenda and Minutes webpage
- IVD6.3 – NOCCCD District Governance Groups
- IVD6.4 – NOCCCD District Organizational Groups
- IVD6.5 – NOCCCD Board Policy 2010 – Board Membership
- IVD6.6a – NOCCCD Board Policy 2015 – Student Members
- IVD6.6b – NOCCCD Administrative Procedure 2015 – Student Members
- IVD6.7 – News from the Board
- IVD6.8 – News from the Board email
- IVD6.9 – News from the Board webpage screenshot
- IVD6.10 – Board of Trustees Minutes and Agendas webpage
- IVD6.11 – NOCCCD Board Policy 2360 – Minutes
- IVD6.12 – Ayon email – Changes to Board Policies
- IVD6.13 – NOCCCD Policies and Procedures Webpage
- IVD6.14 – Board Letter December 16, 2016
- IVD6.15 – Chancellor's Welcome webpage
- IVD6.16 – Chancellor's Monthly Memo October 2016
- IVD6.17 – Coffee with the Board of Trustees and Chancellor webpage
- IVD6.18a – *inside/NOCCCD* Newsletter email
- IVD6.18b – *inside/NOCCCD* Newsletter webpage
- IVD6.19a – *CaTT Tales* Newsletter webpage
- IVD6.19b – *CaTT Tales* Newsletter email
- IVD6.20 – NOCCCD website
- IVD6.21 – District Services and Satisfaction Survey 2015

**IVD7. The district/system CEO regularly evaluates district/system and college role delineations, governance and decision-making processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals for student achievement and learning. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.**

### **Evidence of Meeting the Standard**

The NOCCCD has long been committed to shared governance and the appropriate delineation of responsibilities between the District and the colleges. The Chancellor utilizes the District Consultation Council (DCC) as the primary means of evaluating and communicating the effectiveness of District and college role delineations, governance, and decision-making processes. The DCC is charged with promoting communication and fostering awareness of District-wide perspectives among relevant shared governance groups concerning the welfare, growth, and sustainable quality improvement within the District (IVD7.1 - DRM).

In an effort to clarify and codify the role delineations between the District and the colleges, the NOCCCD Functional Map was created in 2016. The Functional Map documents responsibilities the District and colleges have in delivering services to meet the needs of students. As a result of the current ACCJC Self-Evaluation, relevant stakeholders from the District, colleges, and NOCE met to determine responsibilities, solicit feedback from their respective groups, and finally revise and approve the Functional Map (IVD7.2 - Functional Map).

In addition to reviewing role delineations, the District also engages in on-going evaluation of decision-making and planning. As a result of the last accreditation visit, in a concerted effort to strengthen its continuous planning and quality improvement process NOCCCD substantively revised and updated its district wide integrated planning, governance and decision-making, as well budget allocation processes. In addition to *the Comprehensive Master Plan (CMP)* (IVD7.3), the District publishes three major planning, decision-making and governance documents *NOCCCD Decision Making Resource Manual (DRM)* (IVD7.1), *NOCCCD Integrated Planning Manual (IPM)* (IVD7.4), and the *NOCCCD Budget Allocation Handbook (BAH)* (IVD7.5).

All District governance and decision-making documents are subject to regular and on-going evaluations. The *DRM* and *IPM* are reviewed and updated annually to reflect minor changes, such as in descriptions, timelines, or processes. In addition to this annual review of content, the planning processes described in the *DRM* and *IPM* documents are evaluated every three years. These assessments occur as part of NOCCCD's assessment of its decision-making processes that includes gathering input District-wide and then using those results to prepare an assessment report that is submitted to the DCC for review and revisions as warranted. The *DRM* and *IPM* are then updated to reflect any agreed-upon changes in the decision-making and planning processes. Through these two review processes, one completed on an annual basis and one completed every three years, the documents are maintained to reflect the inevitable changes that are to be expected as part of NOCCCD's cycle of continuous quality improvement. In addition to utilizing the DCC to communicate updates and changes, the District also holds campus forums

to inform the colleges about revisions to the *DRM*, *IMP*, and *BAH* (IVD7.6 - Budget Allocation Forum Flyer).

Likewise, for the budget allocation process and the *BAH*, an assessment process is in place. In October of each year, the Council on Budget and Facilities (CBF) evaluates the allocation model for both the process and those allocations that are formula driven, and it prepares a report to the DCC. Some examples of formula-driven allocations are backfill rates, FTES targets, and operating allocation increases for COLA and growth funding. Each budget center will provide input via their respective representative(s) on the CBF in this assessment process (IVD7.5 – *BAH*, p. 15).

In addition to evaluating the planning and decision-making processes, in order to ensure the delivery of effective and adequate District services to support the colleges' missions, the Chancellor directs District Services staff to engage in regular evaluation of their services. The components of a District Services Administrative Review include analysis of quantitative and qualitative data, such as the District-wide Services and Communications Satisfaction Survey, that reflect the Services' strengths and weaknesses relative to meeting established standards in advancing the NOCCCD mission and supporting District Strategic Directions and District Objectives. Additionally, the review serves as a report on the progress made in achieving the previous year's plans, and the development of a plan for the coming year to sustain or improve the services provided and to contribute to the achievement of the District Strategic Directions (IVD7.4- *IPM* p. 20).

## **Analysis and Evaluation**

**The College and District meet the Standard.** The NOCCCD Chancellor, through the District Consultation Council (DCC), has processes to regularly evaluate District and Cypress College role delineations, governance, and decision-making processes in order to assist the College in meeting educational goals for student achievement and learning. Through the shared governance group DCC, as well as open campus forums, NOCCCD widely communicates the results of these evaluations and uses them as the basis for improvement.

However, while meeting the Standard, the District as a whole still faces challenges in the evaluation process. For instance, the Council on Budget and Facilities (CBF) has not regularly conducted its annual assessment of the budget allocation model and specific formulae based allocation. In addition, the results of the District-wide Services and Communications Satisfaction Survey have not been widely communicated to the entire District. Further, other governance committees are not in the practice of conducting committee self-evaluations. Finally, the District could strengthen accountability for these processes by more effectively disseminating the evaluation results to all stakeholders using multiple communication channels. Decision making processes would benefit from increased connection to student achievement and learning.

The DCC will be taking on assessment of District-wide integrated planning, decision making, and governance as a priority in the 2017-18 academic year.

## Evidence Sources

- IVD7.1 – NOCCCD 2012 Decision Making Resource Manual: Structure, Function and Alignment (updated November 2016)
- IVD7.2 – NOCCCD Functional Map
- IVD7.3 – NOCCCD Comprehensive Master Plan (CMP)
- IVD7.4 – NOCCCD Integrated Planning Manual
- IVD7.5 – NOCCCD Budget Allocation Handbook
- IVD7.6 – NOCCCD Budget Forum Flyer

### **Plans Arising out of the Self Evaluation Process**

<b>Planned Change, Improvement and Innovation</b>	<b>Standard</b>	<b>College Lead</b>	<b>Timeline</b>	<b>Anticipated Outcome</b>
Evaluate dissemination of resource allocation and financial accountability processes	IVD2	Vice Chancellor, Finance and Facilities	Fall 2017	The District will evaluate the dissemination of its resource allocation and financial accountability processes to make them easily accessible and centralized.
Improve district communication efforts to ensure effective operations	IVD6	Chancellor	Fall 2017	The District will look for ways to improve communication efforts through more District-wide forums for conversation and engagement.
Conduct annual assessments of the budget allocation model and formula allocation	IVD7	Vice Chancellor, Finance and Facilities	Fall 2017	The District will conduct an annual assessment of the budget allocation model and formula allocation and more effectively disseminate evaluation results to all stakeholders.