
**CONTRA COSTA
COMMUNITY COLLEGE DISTRICT**

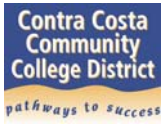
**DISTRICT OFFICE
ORGANIZATIONAL DESIGN**

Revised December 15, 2006



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**CONTRA COSTA
COMMUNITY COLLEGE DISTRICT (4CD):
District Office Organizational Design**



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This document summarizes the District Office Organizational Design project that **KH CONSULTING GROUP (KH)** performed for the Contra Costa Community College District (4CD).

PROJECT BACKGROUND

Overview

4CD first opened its doors in 1949. It is the eighth largest multi-college community college district (CCD) in California. 4CD is comprised of the District Office located in historic downtown Martinez; three colleges – Contra Costa College (CCC), Diablo Valley College (DVC), and Los Medanos College (LMC); and two education centers: the San Ramon Valley Center (SRVC), a DVC satellite, and the Brentwood Education and Technology Center (Brentwood Center), an LMC satellite.

4CD is divided into three service areas, serves a population of 948,816 people, and has boundaries that encompass all but 48 of the 734-square mile land area of Contra Costa County. Each of the service areas and the students they serve differ in terms of socio-economics, ethnicity, and educational focus. Overall, in recent year, semester enrollment levels have been:

4CD College	Students
CCC (West County)	8,500
DVC (Central County)	19,000
LMC (East County)	9,000

Mission Statement

Through its Colleges, 4CD provides educational opportunities for its students and communities; the 4CD goals are to:

- ✚ Promote, recognize, and reward excellence in all endeavors
- ✚ Cultivate and celebrate diversity by assuring equal access for all students and providing multicultural curricula
- ✚ Ensure that staff reflects the diversity of the students and communities served
- ✚ Provide leadership within 4CD's communities by anticipating and meeting their changing needs
- ✚ Value and promote growth among 4CD's students of all ages, institutions, and communities
- ✚ Recognize the merit of each College's individuality within the District's mission
- ✚ Strive for integrity and ethical behavior in all 4CD does

4CD fulfills its mission through:

- ✚ General Education – educating students in the liberal arts and sciences
- ✚ Transfer Education – preparing students for and facilitating their transfer to four-year institutions
- ✚ Employment Preparation – providing job training, retraining, and upgrading of skills for tomorrow's work force
- ✚ Student Support Services – ensuring academic success by removing barriers to full participation and helping students develop sound educational plans, make educational progress, and gain leadership skills
- ✚ Developmental Education and English-as-a-Second Language – providing opportunities for students to acquire skills necessary for academic success and facility in English
- ✚ Community Services and Lifelong Learning – offering opportunities for cultural enrichment and intellectual stimulation to all members of the community
- ✚ Economic Development Services – creating partnerships with business, industry, and government to help shape the economic future of 4CD's communities

Current Executive Structure

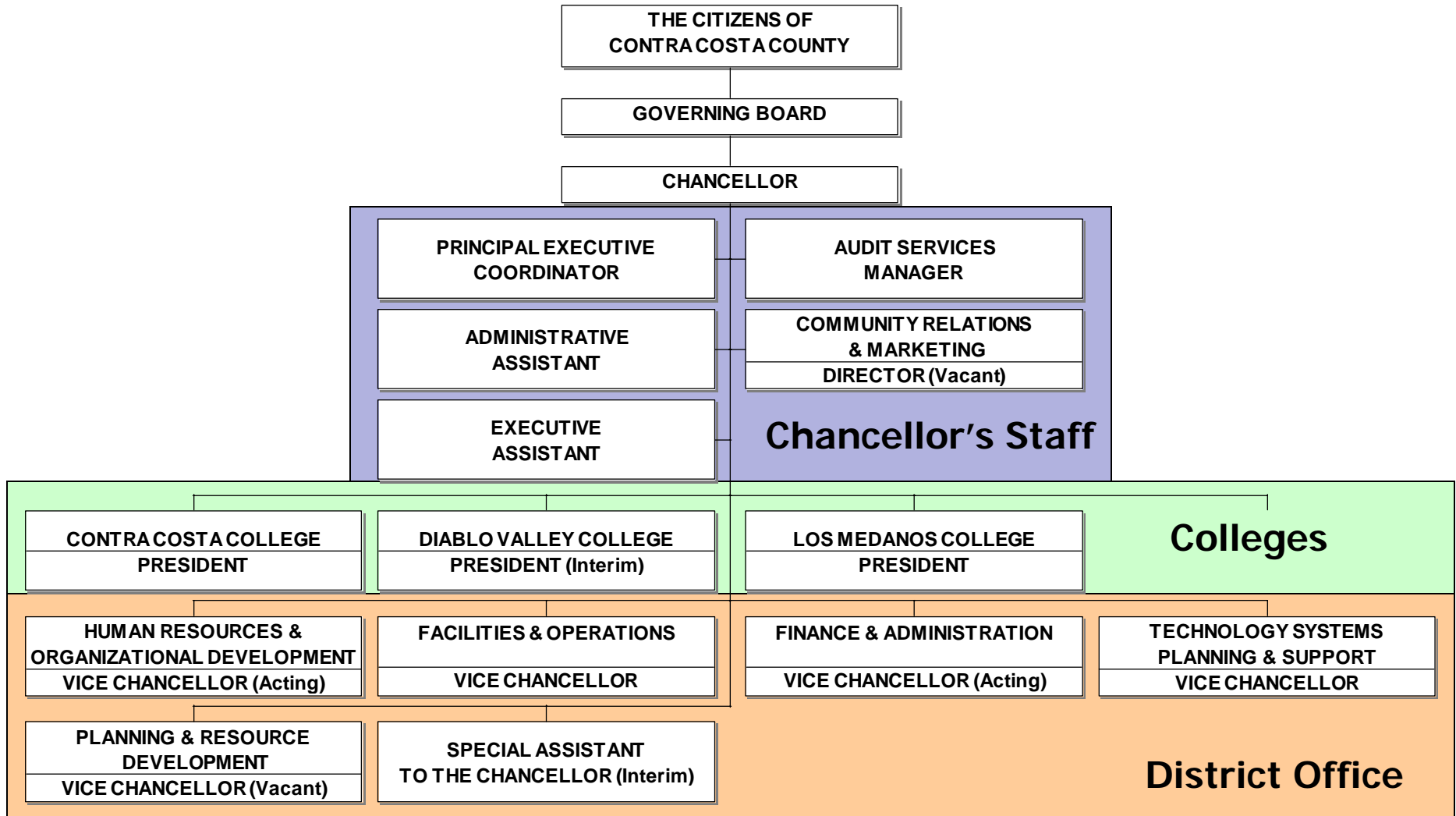
The citizens of Contra Costa County elect the five-member Governing Board. One student member, selected by student government, serves a one-year term, rotated among the Colleges. The Chancellor reports directly to the Governing Board. The three College Presidents over CCC, DVC, and LMC report directly to the Chancellor. The District Office and Chancellor's staff serve an important role in supporting the governance functions, providing services for the Colleges, and interfacing with State and Federal agencies.

Exhibit I presents the "Current Executive Structure". The Chancellor has a wide span of control, primarily because of two vacancies: the Vice Chancellor and Marketing Director positions. Her 13 direct reports consist of:

- ✚ 5 Vice Chancellor positions
 - 1 position is filled by a Vice Chancellor, Technology Systems Planning & Development
 - 2 positions are filled by Acting incumbents: Vice Chancellor, Human Resources & Organizational Development, and Vice Chancellor, Finance & Administration.
 - 2 positions are vacant: Vice Chancellor, Planning & Resource Development, and Vice Chancellor, Facilities & Operations. A Special Assistant to the Chancellor (an Interim incumbent), along with the Vice Chancellor, Technology Systems Planning & Development, assists with some of these planning duties.
- ✚ 5 staff members in the Office of the Chancellor
- ✚ 3 College Presidents

EXHIBIT I

Contra Costa Community College District: Current Executive Structure



OBJECTIVES FOR CHANGE

A key consideration when designing any organizational structure is to understand strategically what the future directions of 4CD are and what structure will help best achieve those future directions, particularly in the near term and in the longer term. The primary objective of this project is to address gaps that have occurred because of recent turnovers and vacancies in the District Office's administrative ranks and build logical functional groupings of programs and services.

KH has conducted an assessment of the structure. The recommended structure is based on what is most viable for running a three-College CCD with the history and challenges facing 4CD. Our contract did not include an analysis of the competency of the incumbents. The recommended structure is also not based on current incumbents' skill sets or personal preferences.

The scope of the project was limited to the District Office and, therefore, did not include the College structures or the 4CD governance structure. 4CD has retained Hay to conduct a classification study of management positions throughout the District, which is a separate project and may need to be adjusted to address the outcomes of KH's organizational design work.

PROJECT TASKS COMPLETED

As part of our fact-finding, KH performed the following fact-finding tasks:

- ✚ Reviewed available 4CD documents (e.g., prior and current organization charts, position descriptions, strategic plans)
- ✚ Designed, distributed, and reviewed a Management Survey completed by 4CD administrators regarding services provided, structures in place, staffing levels, etc.
- ✚ Interviewed 26 incumbents, including the Chancellor, Vice Chancellors, and Directors/Managers (in Human Resources, Financial Services, Internal Audit, Educational Services, Information Technology, and Facilities Planning); College Presidents; Directors, Business Services, at the Colleges; and others (Appendix A contains a list of the titles of the incumbents interviewed.)
- ✚ Collected information regarding the administrative structures at other community college districts in California with three or more community colleges

On the basis of this fact-finding, KH developed a list of organizational opportunities for improvement that encompassed concerns that were related to strategic issues; structural alignment problems; cultural incongruities; human resources (human capital, compensation and classifications, staff performance, labor relations); accountability, authority, and responsibility; financial challenges (revenues, expenditures, and capital/bond monies); systems and processes improvements; technology; and educational planning.

KH facilitated a retreat with the 4CD Cabinet to discuss the organizational issues, the benchmark comparisons, and potential organizational options. On the basis of feedback from this retreat, KH refined the preferred organizational options, conducted additional interviews with District Office staff and further refined the recommended structure in this report.

ORGANIZATIONAL COMPARISONS

KH collected District Office organizational structure information from various CCD websites and information reported to the Community College League of California (CCLC) and the California Community Colleges Chancellor's Office, State of California.

Peer CCDs Compared

A total of 8 CCDs were compared with 4CD. The three-college CCDs assessed were: Coast CCD, Kern CCD, San Diego CCD, San Mateo County CCD, and Ventura County CCD. KH also looked at larger CCDs, including Los Angeles CCD, Los Rios CCD, and San Francisco CCD. San Francisco CCD differs from the other large CCDs in the State in that it is a single college CCD with the Phelan campus and 9 Education Centers. In addition to their colleges, San Diego CCD and Los Rios CCD also had 6 Education Centers, Kern had 5 Education Centers, and 4CD has 3 Education Centers. The others had either 1 or no Education Centers.

Key Comparisons

Every CCD in California has its unique elements – unique histories, missions, goals, communities and students served, and structures. Therefore, benchmarking results must always be viewed with caution – differences may just reflect that the CCDs are different. One CCD structure is not necessarily the optimal model for another. Patterns, however, are useful reference points when contemplating organizational change. On the basis of the collected information, KH noted the following comparisons:

- ✚ **4CD currently has 5 Vice Chancellor positions.** In comparison, 4CD had more Vice Chancellor-level positions¹ than 7 of the CCDs. Only San Diego CCD had 5 such positions but San Diego CCD employs a highly centralized organizational model. KH's benchmarking did not compare salary levels and, therefore, could not determine if 4CD may have been using titles as recognition but paying incumbents at lower salary levels.
- ✚ **4CD has a Vice Chancellor, Human Resources & Organizational Development, position, which is currently filled by an Acting incumbent.** Except for San Francisco CCD, all had either a Vice Chancellor or an Associate Vice Chancellor over Human Resources.
- ✚ **4CD has a Vice Chancellor, Finance & Administration, which is currently filled by an Acting incumbent.** In contrast, 6 CCDs had Vice Chancellors or Associate Vice Chancellors over Finance or Business Services. The other 2 – San Mateo County CCD and Kern CCD – had Chief Financial Officers (CFOs).

¹ Deputy Chancellor, Vice Chancellor, Associate Chancellor, or Assistant Chancellor positions.

















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- ✚ **4CD has a Vice Chancellor, Facilities & Operations, position and a Director, Facilities & Construction, position.** In the peer CCD group, 3 CCDs had an Executive Director, Director, or Coordinator over Facilities, Maintenance, and Operations; 2 had a Vice Chancellor (one of whom was also an Architect) or an Associate Vice Chancellor. Finally, 3 CCDs did not cite this function as an executive or management level.
 - ✚ **4CD has a vacant Vice Chancellor, Planning & Resource Development, position.** The Chancellor has assigned a Special Assistant to the Chancellor on an interim basis to assist with educational programs and services and a Diablo Valley College dean to assist temporarily with the development of a strategic plan for the district. In contrast, 6 CCDs have Vice Chancellor, Associate Vice Chancellor, or Assistant Vice Chancellor positions in charge of educational services, academic affairs, student services, and instruction and student support. San Diego CCD and San Francisco CCD have 2 Vice Chancellor positions for academic affairs and student affairs respectively. The 2 without such leadership positions are San Mateo County CCD and Ventura County CCD; however, KH has just completed an organizational study for Ventura County CCD and has recommended that the lack of such a position is a gap that should be addressed.
 - ✚ **4CD has a Director, Marketing, position, which is vacant.** In contrast, 5 of the 8 CCDs have a Director, Public Information Officer, or a Vice Chancellor over community relations, marketing, government relations, economic development, resource development, and/or contract education.
 - ✚ **4CD has a Vice Chancellor, Technology Services.** In contrast, 6 CCDs have a management position focused on Information Technology: 2 are Directors, 2 are Deans, 1 is an Associate Vice Chancellor, and 1 is a Chief Information Officer (CIO).
 - ✚ **4CD's Institutional Research staff members are housed at the Colleges.** Only 1 CCD reported a management incumbent (Director title) dedicated to institutional research. Another CCD had an Associate Vice Chancellor (with a Director position) over both communications and research.
 - ✚ **4CD does not have in-house legal counsel.** Although most CCDs do not have in-house legal counsel, the large ones – Los Angeles CCD and San Francisco CCD – do.
 - ✚ **Because of vacancies, the 4CD Chancellor manages 4 support staff positions but normally would only oversee 2 such positions.** At 4CD, the Chancellor has 2 support staff; however, because of two vacancies – Vice Chancellor, Planning & Resource Development, and Director, Communications & Marketing – the Chancellor has 2 additional support staff under her. The other CCDs reported between 1 to 2 such incumbents; 2 did not report any.

OPTIONS CONSIDERED

In designing organizational options for 4CD, KH assumed that 4CD will continue with a three-College model. Our focus was also on the District Office, and not the Colleges. Despite what organizational model 4CD were to adopt, *KH emphasized the need for reinventing the District Office into a new entity with a positive image*, possibly a new name (e.g., District Services), clear responsibilities and accountabilities, well-defined service goals, and clear control roles that are exercised in a more collegial manner, thereby breaking the historic perception of a “paternalistic” District Office.

Centralization versus Decentralization of Functions

Although KH’s work scope was limited to the District Office, we explored the alignment of functions that did or could overlap with the Colleges. Therefore, a key issue discussed was the desired balance between centralized versus decentralized functions. Typically a centralized organization is more cost-effective but may be less service responsive than a decentralized model. Given 4CD’s current fiscal situation, an optimal balance must be struck between services that can best be done centrally for the common good of all versus services that should be done at the Colleges because the outcome in terms of student success, persistence, or learning is greater. Some of the factors to consider in determining what should be centralized versus decentralized are:

Centralization Factors	Decentralization Factors
<ul style="list-style-type: none">  District-wide liability  Legal requirements  More cost-effective if centralized  More revenues generated if centralized  A shared resource  Common good  Controls; checks and balances  Establishment of standards and indicators of success  Policies and procedures  State and Federal reporting 	<ul style="list-style-type: none">  Need to be close to the users/students  Critical to student success and College’s mission  More cost-effective if decentralized  More revenues generated if campus-based  More responsive  Unique to the College(s)

CCD must weigh two factors carefully when selecting the preferred structure – namely, what organizational alignment will result in *the greatest revenues generated or the greatest efficiencies or cost-effectiveness possible*.

Chancellor’s Span of Control

One of the over-riding concerns is the number of direct reports to the Chancellor. Given the complexity of issues facing 4CD, 13 direct reports is too many. Consequently, the various options considered involved: a) a modified current situation with 5 core services and a slight reduction in the number of direct reports; b) consolidation into 4 services, combining Human Resources and Finance; c) two options with consolidation into 3 services; and d) an option that separated the Chancellor’s responsibilities for overall governance, the three Colleges, and

the District Office. The discussions regarding these organizational options with the Cabinet helped to glean the most attractive features of each model vis-à-vis the centralization-decentralization factors to develop a recommended structure.

RECOMMENDED STRUCTURE

The following outlines a new structure for 4CD. In those instances where current positions are redefined, Appendix B outlines their new roles and responsibilities in greater detail; the outlines are not meant to be definitive but directional in nature.

Recommendation No. 1: The Office of the Chancellor should have 8 direct reports who focus on the Colleges, District-wide Services, and the Chancellor's Office functions.

Education, student success, and economic development are 4CD's primary purpose. To make this purpose a reality, the Colleges must be the centerpieces of 4CD. The Board and the Colleges warrant more concentrated attention of the Chancellor. The Chancellor should delegate more of the day-to-day running of District-wide Services to others so that she has sufficient time to devote to District leadership. Therefore, the Chancellor should have 8 direct reports:

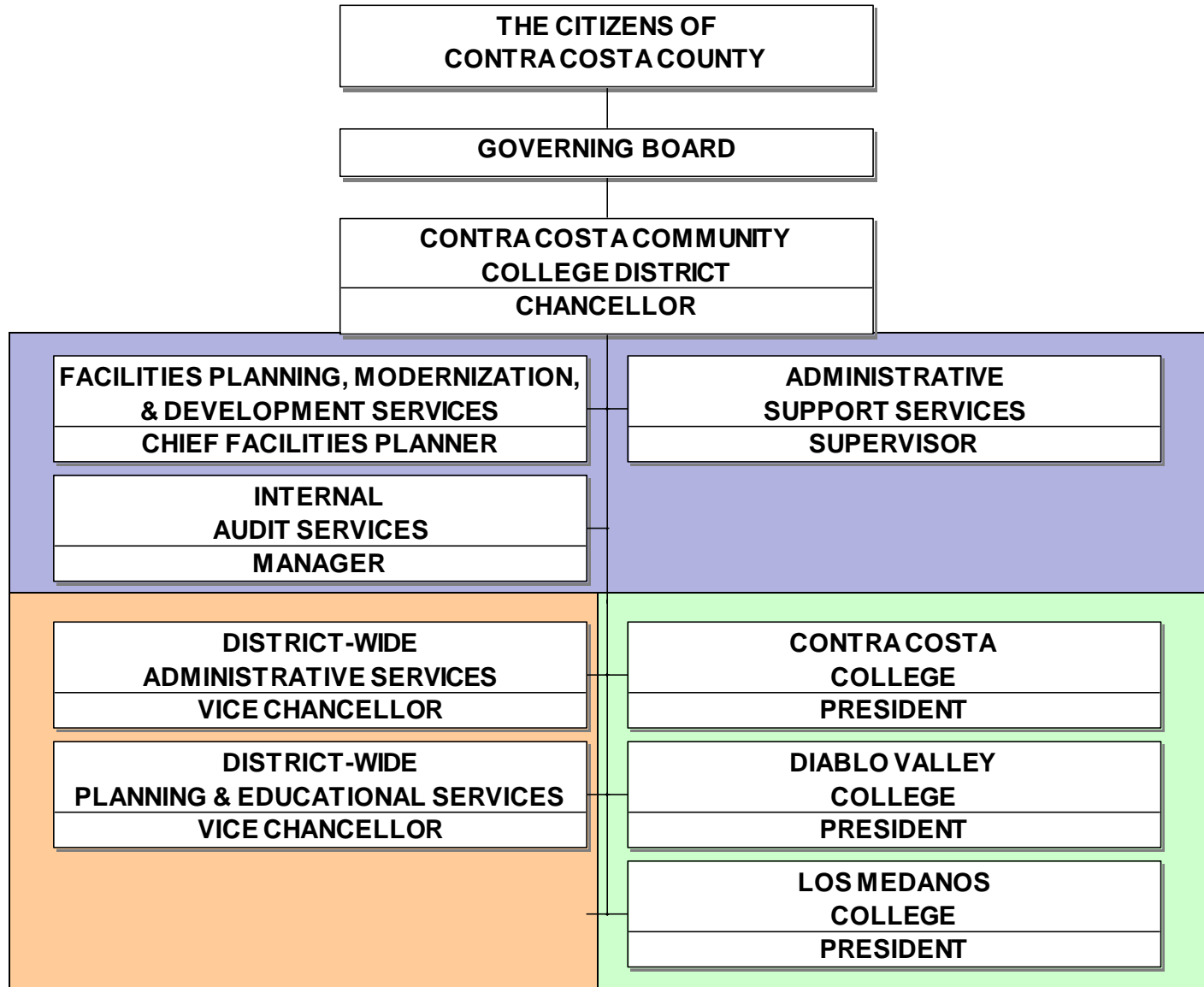
- ✚ 3 Colleges
- ✚ 2 District-wide Services
- ✚ 3 Chancellor's Office support functions

Function	Role	Number	Title
College	College	3	President
District-wide Administrative Services	District-wide	1	Vice Chancellor
District-wide Planning & Educational Services	District-wide	1	Vice Chancellor
Facilities Planning, Modernization, & Development Services	Chancellor's Office	1	Chief Facilities Planner
Administrative Support Services	Chancellor's Office	1	Supervisor
Internal Audit Services	Chancellor's Office	1	Manager
Total Direct Reports		8	

The proposed structure is shown in Exhibit II, "Recommended Executive Structure", and discussed in greater detail in subsequent recommendations. The structure reduces the number of Vice Chancellor positions from 5 to 2 positions. The Chancellor's core functions are:

- ✚ ***The Colleges.*** CCC, DVC, and LMC represent the core of 4CD. The other Services exist to enable the Colleges to help students succeed.
- ✚ ***District-wide Planning & Educational Services.*** District-wide Planning & Educational Services entail Communications & Community Relations, addressing both internal and external relations; International Education Services; and Technology

EXHIBIT II
Contra Costa Community College District:
Recommended Executive Structure



Services, focused on academic and instructional computing support. These services are discussed in greater detail in Recommendation No. 3.

- ✚ ***District-wide Administrative Services.*** District-wide Administrative Services include Financial Services; Human Resources Services; Technology Services, focused on administrative computing; Facilities Operations Services; and Campus Safety & Security Services. These services are discussed further in Recommendation No. 4.
- ✚ ***Office of the Chancellor's Support Services.*** The core support functions in the Office of the Chancellor will be: Facilities Planning, Modernization, & Development; Administrative Support Services; and Internal Audit Services. These services are discussed in greater detail in Recommendation No. 5.

Recommendation No. 2: The Chancellor's Cabinet should consist of the Vice Chancellors, Presidents, and Associate Vice Chancellor or Chief executive positions.

Under the Chancellor and Vice Chancellor are Associate Vice Chancellor and "Chief" positions, which are executive management positions over District-wide services. Exhibit III, "Recommended Executive and Management Structure", displays the new structure. The following 10 positions will make up the Chancellor's Cabinet:

- ✚ President, CCC
- ✚ President, DVC
- ✚ President, LMC
- ✚ Vice Chancellor, District-wide Planning & Educational Services
- ✚ Vice Chancellor, District-wide Administrative Services
- ✚ Associate Vice Chancellor/Chief Financial Officer (AVC/CFO)
- ✚ Associate Vice Chancellor/Chief Human Resources Officer (AVC/CHRO)
- ✚ Associate Vice Chancellor/Chief Information Officer (AVC/CIO)
- ✚ Chief Facilities Planner²
- ✚ Chief District Police Services

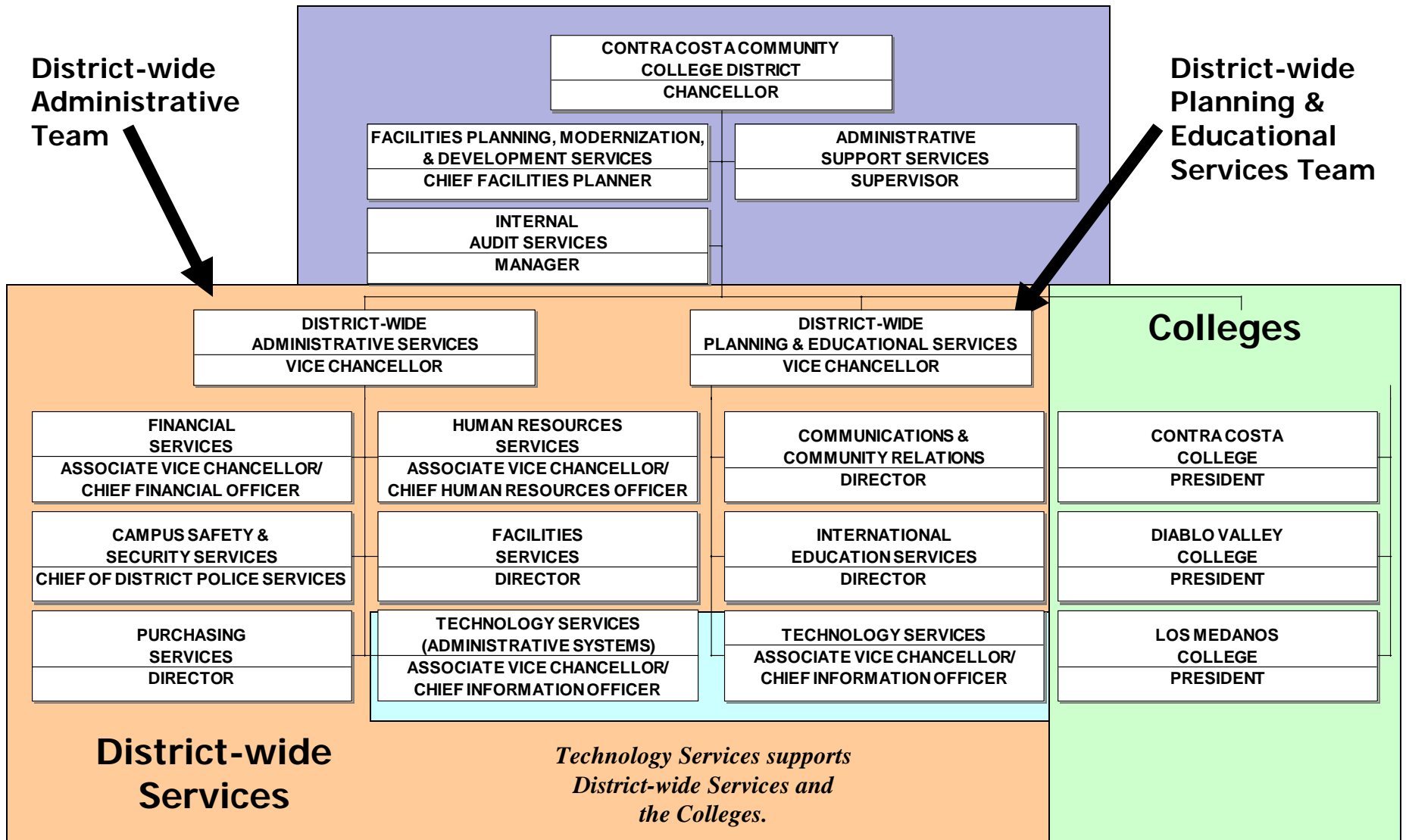
The Chancellor will basically have three teams in District-wide Services:

- ✚ District-wide Planning & Educational Services Team
- ✚ District-wide Administrative Services Team
- ✚ Office of the Chancellor Support Services Team

The Chancellor should determine which cabinet positions should be under contract.

² Funded by Measure A 2006 bond. Once Measure A is completed, this position may no longer be needed.

EXHIBIT III Contra Costa Community College District: Recommended Executive and Management Structure



Recommendation No. 3: District-wide Planning & Educational Services – the core purpose of 4CD – should work closely with the Colleges in developing cohesive plans and educational services that all can support.



4CD must always recognize and value the unique qualities that distinguish each of the Colleges and the communities and students the Colleges serve. The students have different learning styles, educational backgrounds, aspirations, and needs. That said, the Colleges are part of a CCD and the parts are stronger as an integrated system rather than fragmented entities that compete with each other. 4CD requires leadership to help the Colleges coordinate and collaborate on District-wide educational and student services issues, programs, and services. Shown in Exhibit IV, “Recommended District-wide Planning & Educational Services”, the assigned Vice Chancellor will have 5 direct reports, including:

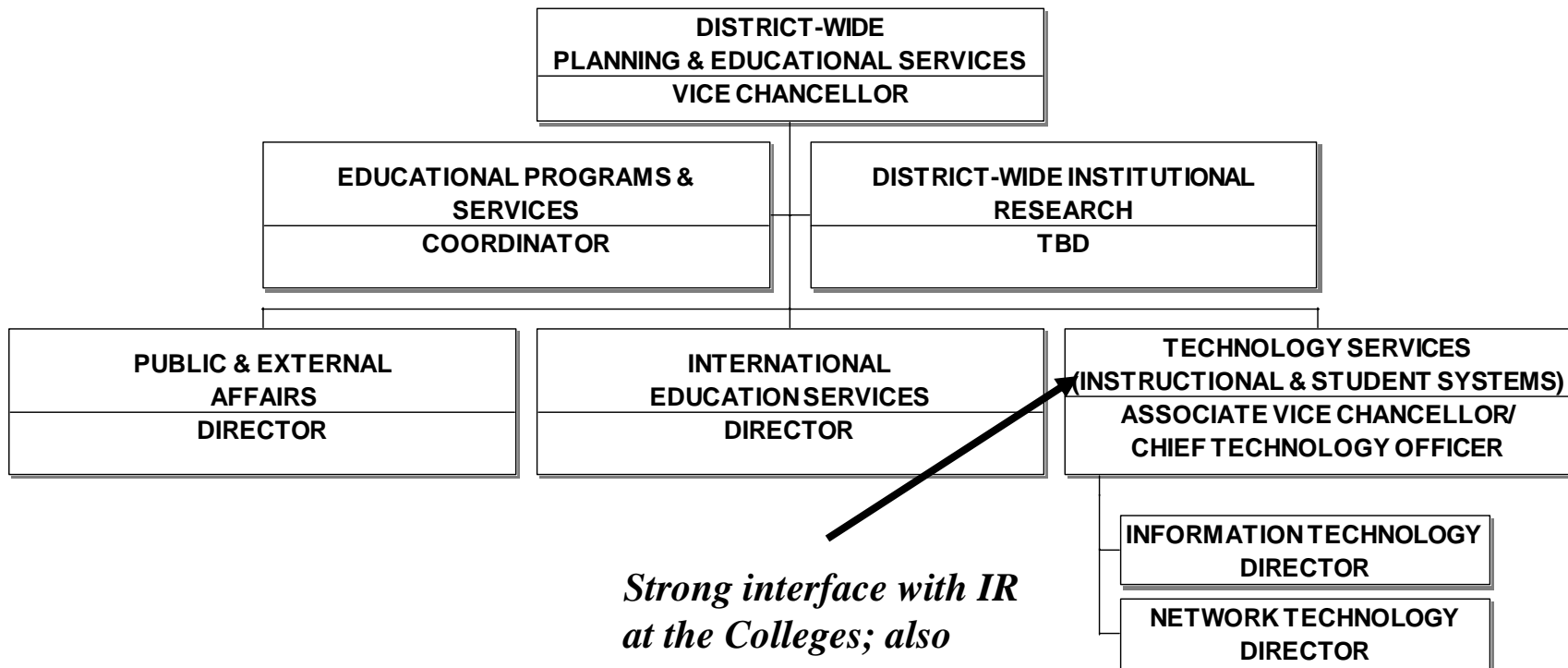
- ✚ Associate Vice Chancellor/Chief Information Officer (AVC/CIO)
- ✚ Director, Communications & Community Relations (both internal and external communications and community – the Colleges, the students, the employees, and the greater community served)
- ✚ Director, International Education Services
- ✚ Coordinator, Educational Programs & Services
- ✚ District-wide Institutional Research (position title TBD)

District-wide Planning & Educational Services will consist of:

- ✚ Coordination of educational programs and services across the District, such as:
 - Institutional research initiatives, coordinated with the campus Institutional Researchers
 - Enrollment management
 - Educational master planning
 - Online learning and distance education
 - Student services coordination and planning
- ✚ Communications and community relations, including marketing, grant-writing, external and internal relations and communications, public affairs, and media relations
- ✚ International Education Services
- ✚ Contract education
- ✚ Technology Services that can support District-wide planning, institutional research, and educational planning

District-wide Planning & Educational Services should also assume a leadership role of collaborating with the Colleges for designing streamlined and improved processes. Human Resources currently does some analysis of work processes. Technology Services also has a key role in flow-charting processes and helping to design systems that can improve overall

EXHIBIT IV
**Contra Costa Community College District:
Recommended District-wide
Planning & Educational Services**



Strong interface with IR at the Colleges; also supports District-wide Administrative Services.

efficiencies. But none of these improvements should be done in a vacuum without input and buy-in from the users – and most of the users work at the Colleges.

Research & Planning

4CD will benefit from strong and integrated planning, rooted in empirical research and outcome data. While the Colleges have maintained institutional research capabilities, the efforts at the District-level have been significantly down-sized, forcing them to rely on the Colleges and sometimes creating additional work pressures on the Colleges.

The Research Council's mission should also be broadened to include Research & Planning, thereby, emphasizing its strategic and broader orientation. Institutional research should produce the data needed as input to the planning process.

4CD should analyze the differences in the various skill levels and classifications of its research staff assigned to the District Office and the Colleges – a dean, a director, and a classified position. Regardless of the classifications, the District Office and Colleges' institutional research staff should continue to work collaboratively to streamline and address District-wide strategic and research initiatives, develop standardized data and reports across the Colleges, and generate decision-support data analysis. For example, a standard series of reports might be generated for Program Review, student satisfaction surveys, student learning outcomes (SLOs), and other College-based initiatives, thereby eliminating unnecessary duplication of efforts.

Technology Services

The head of Technology Services will be an AVC/CIO position. The CIO term emphasizes the importance of 4CD's infrastructure and knowledge management requirements.

Technology Council. The District-wide Technology Council, comprised of faculty, staff, managers, and students, is responsible for:

- ✚ Planning technology and needs evaluation
- ✚ Developing partnerships
- ✚ Developing the technology budget
- ✚ Setting hardware and software standards
- ✚ Determining acquisition and replacement policy
- ✚ Making systems management recommendations
- ✚ Setting effectiveness criteria for technology impact on students
- ✚ Identifying and setting research priorities for technology

The Technology Council is collectively developing a three-year Information Technology (IT) Strategic Plan. This IT Strategic Plan will help to refine what the staffing structure should be within Technology Services. A student portal is also being implemented in the near future. Technology Services needs to also determine – most likely in collaboration with the Technology Council – how best to support the Colleges' Distance Education efforts and

ensure the Colleges have sufficient Distance Education Instruction Support Specialists to assist faculty in developing their online modules.

IT support for District-wide Administrative Services. Technology Services has a unique role in that it supports both District-wide Administrative Services to support administrative computing and District-wide Planning & Educational Services. Although Technology Services is organizationally part of District-wide Planning & Educational Services, it has a critical dotted-line reporting relationship to the Vice Chancellor, District-wide Administrative Services.

Longer term Technology Services structure. Exhibit V, “Potential Longer-Term Structure for Technology Services”, presents a “straw model” of a potential Technology Services structure to be considered as resources become available. In this straw model, the Application Systems functions are divided for 4CD and K-12, which is funded through the services rendered. Applications Systems would maintain the 4CD data warehouse and the MIS reporting of information. Network Systems would continue to administer all hardware requirements, including distance education, unified messaging, and IP telephony.

External and Internal Relations Through Better Communications

4CD will benefit from an integrated approach to its external and internal relationships with improved, increased, and open communications. The term “community” refers to both 4CD’s external and internal communities:

- ✚ ***External community.*** The external community involves 4CD’s external stakeholders – the greater Contra Costa County community; local, State, and Federal governmental agencies; and the business community. This District Service should coordinate the marketing plans, public affairs, media relations, and external relations with the Colleges’ public information offices. This office will also coordinate all media relations for 4CD; special events aimed at the advancement of 4CD’s goals; and community, governmental, and business relations. This office can also coordinate grant-writing initiatives and pursue grants for 4CD.
- ✚ ***Internal community.*** The internal community involves 4CD’s internal stakeholders – the students, the faculty, the classified and confidential employees, the administrators, and the Board. This function serves an important role in internal communications and developing collaborative working relationships across the Colleges and with the District Office.

Recommendation No. 4: District-wide Administrative Services should instill a customer service orientation when working with the Colleges.

District-wide Administrative Services should focus on customer services and operations required across 4CD. Exhibit VI, “Recommended District-wide Administrative Services”, presents a more detailed depiction of the structure under the Vice Chancellor, District-wide

EXHIBIT V

Contra Costa Community College District: Potential Longer-Term Structure for Technology Services

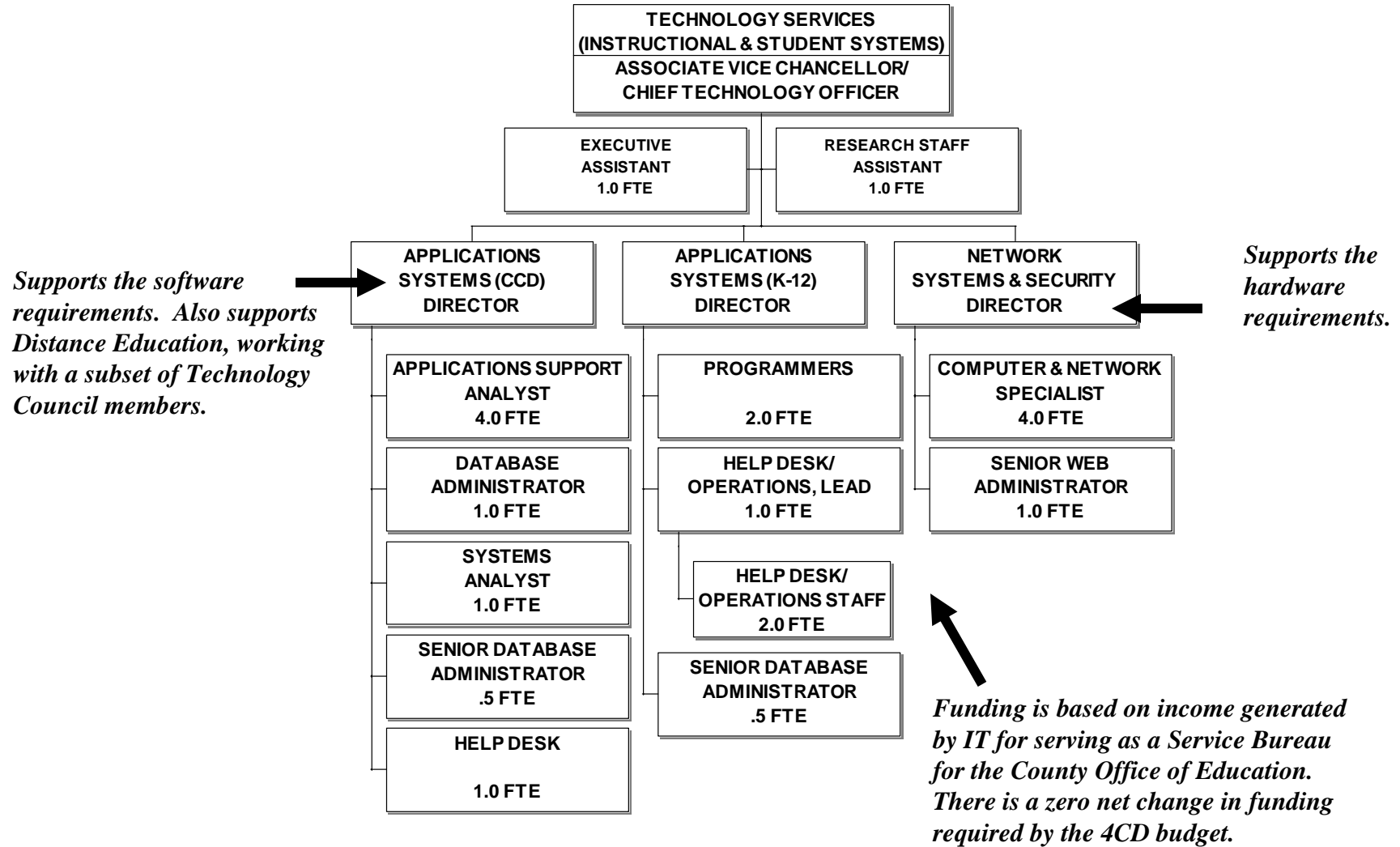
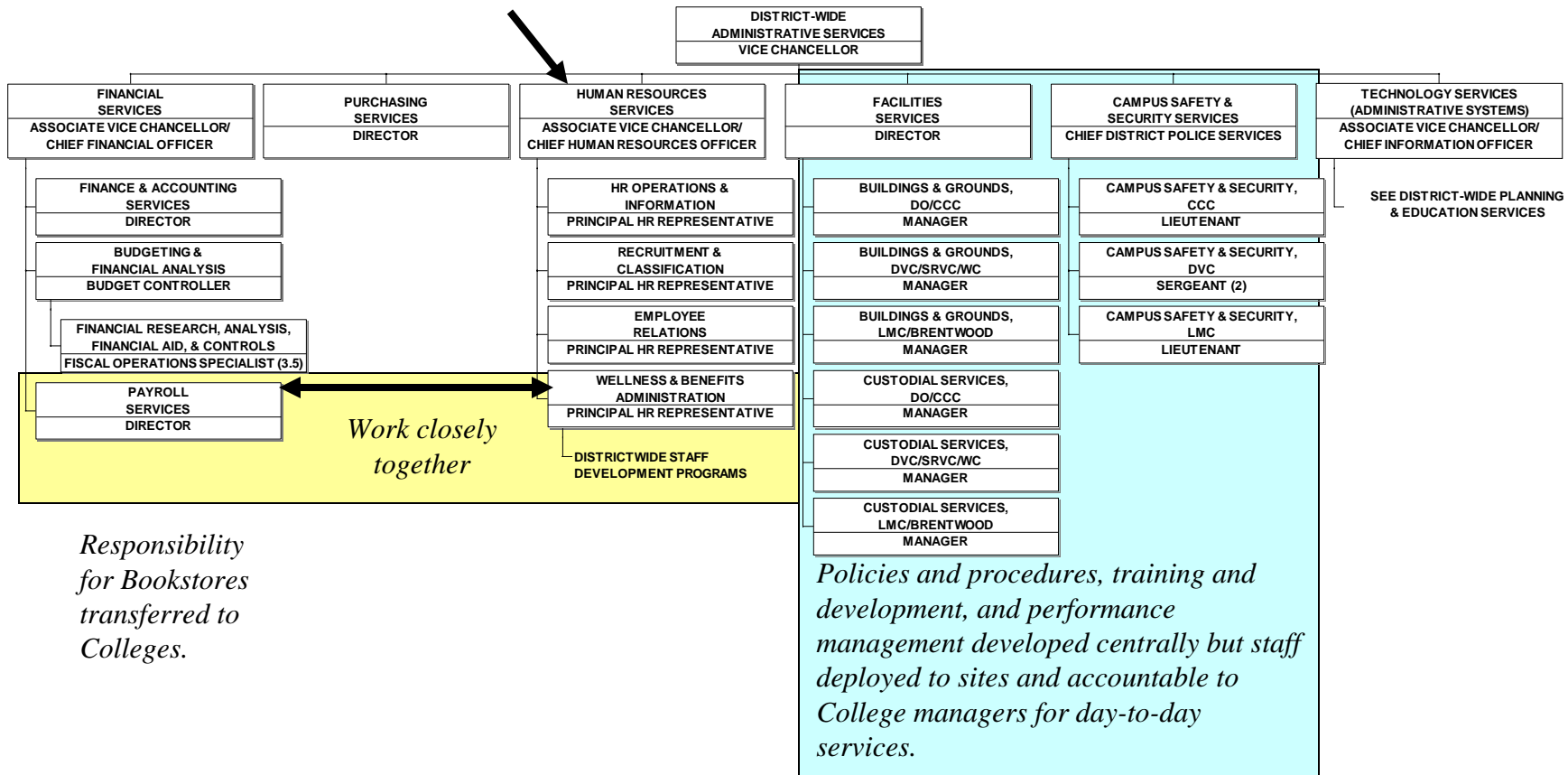


EXHIBIT VI

Contra Costa Community College District: Recommended District-wide Administrative Services

*Close working relationships
with Colleges HR Assistants.*



Administrative Services. The Vice Chancellor, District-wide Administrative Services, will have 5 direct reports and 1 indirect report:

Direct Reports

- ✚ Associate Vice Chancellor/Chief Financial Officer (AVC/CFO), Financial Services
- ✚ Associate Vice Chancellor/Chief Human Resources Officer (AVC/CHRO), Human Resources Services
- ✚ Director, Purchasing Services
- ✚ Director, Facilities Services
- ✚ Chief District Police Services

Indirect Report (Direct Report to the Vice Chancellor, District-wide Planning & Educational Services, discussed under Recommendation No. 3)

- ✚ Associate Vice Chancellor/Chief Information Officer (AVC/CIO), Information Technology Services – for meeting the administrative computing needs in District-wide Administrative Services

District-wide Administrative Services Overall

The Vice Chancellor, District-wide Administrative Services, position has a critical role in integrating the District Offices' administrative functions and ensuring they are supportive of the Colleges. For example, the Vice Chancellor will ensure coordination between the AVC/CFO and AVC/CHRO and their respective staff, given that: a) employee costs represent more than 80% of 4CD's budget and b) 4CD's employees are its most important assets in achieving its educational and economic development mission. The Vice Chancellor will conduct meetings with the Directors, Business Services, in the Colleges, and District Office staff to discuss and resolve financial and human resources issues. Such meetings should result in improved integrated planning, coordination, and implementation. The Vice Chancellor will integrate other cross-functional initiatives, such as safety, emergency preparedness, and business continuity planning.

Financial Services

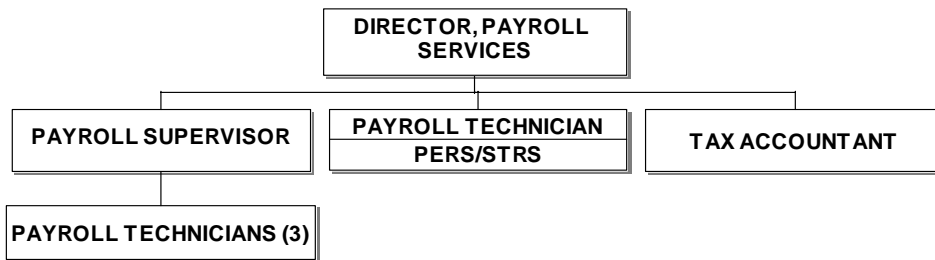
Given the recent financial crisis at 4CD, strong fiscal analysis and accounting that rebuilds the public trust and promotes transparency will be paramount. Since this is a key area for the District where problems have arisen over the years, reducing the size and scope will also help focus responsibilities and accountabilities. Under the direction of the Vice Chancellor, District-wide Administrative Services, the AVC/CFO will manage:

- ✚ ***Finance, Budgeting, & Accounting.*** Financial Services will provide District-wide accounting; budgeting, and financial analysis services, including financial research, analysis, financial aid, and controls. The AVC/CFO will develop and implement fiscal services; provide financial planning for and with the Colleges and other District services; prepare budgeting projections, models, and allocations that achieve greater efficiency; and provide analysis regarding financial policies, procedures, operations, and management.

- ✚ **Payroll Services.** Payroll Services along with tax accounting will remain in Financial Services. Payroll Services should work more closely with Wellness & Benefits Administration in Human Resources Services to reinforce a total compensation perspective. As discussed later, benefits-related administrative duties that involve the District for current and retired employees should be consolidated within Wellness & Benefits Administration in Human Resources Services. Payroll Services will continue to manage retirees' interface with PERS and STRS and reconcile the Kaiser invoices.

Payroll Services Benefits-Related Functions	Wellness & Benefits Administration Functions
<ul style="list-style-type: none"> ➤ Payroll interface with retirees and PERS and STRS ➤ Reconciliation of the Kaiser invoice 	<ul style="list-style-type: none"> ➤ Enrollment in benefit plans ➤ Plan changes ➤ Resolution of problems or issues regarding District benefits

A suggested structure for Payroll Services is below:



One position will need to be shared between Payroll Services in Financial Services and Wellness & Benefits Administration in Human Resources Services.

- ✚ **Transfer of Bookstores to Colleges.** The bookstores should be decentralized to the Colleges and included in the Student Services Divisions with input from the Directors, Business Services, regarding operational and fiscal aspects. Financial Services at the District Office, however, will still furnish the accounting services for the bookstores.

Purchasing Services

Purchasing should report directly to the Vice Chancellor, District-wide Administrative Services, once the incumbent is in place. Separating Purchasing from Fiscal Services permits a better delineation between the organization that places the orders (Purchasing Services) and the organization that pays the invoices (accounts payable in Fiscal Services).

All contract administration functions, including construction contracts³, interpreter contracts, work study contracts, contracted services, and other contracts currently handled by others in Finance & Administration, should be consolidated in Purchasing. Such consolidation and

³ Contract administration for 4CD's Measure A 2006 bond.

centralization would result in improved standardization and efficiencies. The Governing Board would also benefit because all contracts submitted to them would have undergone the same process for review, approval, signature, and monitoring. Therefore, 4CD should assess the amount of time in terms of full-time equivalents (FTEs) that non-Purchasing staff (e.g., Accounting staff) spend on contracts and reallocate a portion of that time to support consolidated contract administration in Purchasing. Purchasing requires expertise in contract administration, contract law, master agreements, and legal bidding requirements.

Human Resources (HR) Services

Human Resources (HR) Services is a critical function at 4CD, given its significant human resources, labor relations, morale, and cultural issues. Under the direction of the Vice Chancellor, District-wide Administrative Services, the AVC/CHRO will plan, organize, and direct 4CD's HR programs and services, including HR policies and procedures, employee health and welfare programs; HR management of recruitment, classification, diversity initiatives, and staff development; and negotiations with labor organizations and the administration and interpretation of collective bargaining agreements and Interest-Based Bargaining (IBB).

Therefore, Human Resources & Organizational Development should be renamed as simply Human Resources (HR) Services, focusing on:

Existing HR Functions

- ✚ Human Resources Operations
- ✚ Recruitment & Classification
- ✚ Employee Relations

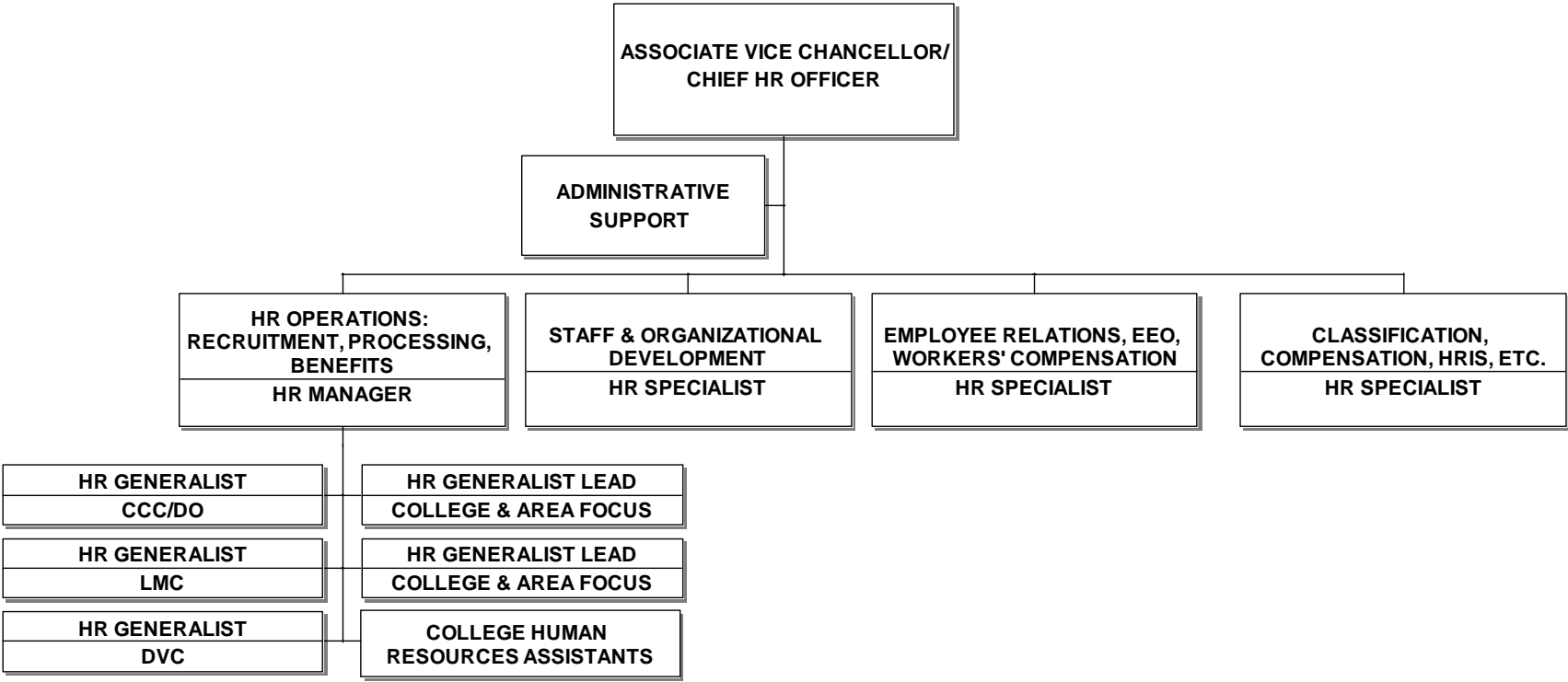
Redefined and Broadened HR Functions

- ✚ District-wide Staff and Organizational Development – redefined
- ✚ Wellness & Benefits Administration – consolidation of benefits administration for both current and retired employees.

Elaborating further on the redefined and broadened HR functions:

- ✚ ***Staff and Organizational Development.*** Because of recent budgetary cuts, the District has not been able to offer as much in the area of organizational development; much of what Human Resources has provided has focused on District-wide staff development needs, such as employee orientation, sexual harassment training, and other employee issues. Each College has its own staff development function. In the future, Human Resources should develop District-wide staff and organizational development programs, particularly as additional local and State funds become available for such activities.
- ✚ ***Wellness & Benefits Administration.*** The term “Wellness” is added to Benefits Administration to emphasize that this organization does deliver preventive health programs and wellness initiatives. Benefits Administration and Payroll Services staff

EXHIBIT VII
Contra Costa Community College District:
Potential Longer-Term Structure for Human Resources



must work closely together with a total compensation orientation. Moreover, the administration of benefits for retirees (currently handled by Payroll) should be integrated with the other HR Benefit Administration duties for all 4CD employees.

Longer term Human Resources Services structure. As resources become available, Human Resources Services should consider adopting the organizational model, shown in Exhibit VII, “Potential Longer-Term Structure for Human Resources”. The benefits of this structure are that it:

- ✚ Creates a Manager, Human Resources Operations, position over Human Resources operations staff
- ✚ Permits the Manager, Human Resources Operations, to become the “second-in-command” for Human Resources issues and items
- ✚ Allows for cross-training and alignment of the Human Resources representatives by College
- ✚ Retains areas of specialization so that Human Resources experts can contribute in a meaningful way

Facilities Services

As mentioned under the Office of the Chancellor, the Chief Facilities Planner will be in charge of all construction activities, focusing on facility optimization of the bond monies and State-funded construction projects. 4CD also requires District-wide facilities support for: a) maintaining its infrastructure and b) onsite, day-to-day delivery of facility operation services, including buildings, grounds, and custodial services.

District-wide Facilities Infrastructure Support. The Director, Facilities Services, position at the District Office focuses on:

- ✚ The efficient and effective operation of the District-wide infrastructure
- ✚ Proactive facilities management and operations
- ✚ Strong customer interfaces in the delivery of buildings, grounds, and custodial services at the Colleges, the Education Centers, and the District Office
- ✚ Scheduled, preventive, and corrective maintenance for buildings and equipment, involving conservation strategies and recycling programs
- ✚ Training programs for buildings, grounds, and custodial services staff in effective maintenance operations and work behaviors
- ✚ Establishment of facilities management policies and procedures, training and development requirements, and performance management standards for the buildings, grounds, and custodial services staff deployed to the campuses

This position requires civil engineering expertise to ensure that the Colleges’ infrastructures – buildings, grounds, equipment, and interiors – are well-maintained, cleaned, and operational.

College Roles for Facilities Operations. In the new structure, each College will continue to have 2 facility operations management positions: a Manager, Buildings & Grounds Services, and a Manager, Custodial Services. These Managers will be part of the reporting and administrative structure of the campus on which they are located. The Managers will have primary responsibilities to the site in terms of the College needs and secondary reporting responsibility to the Director, Facilities Services, regarding building, grounds, and custodial services policies, standards, training, and consistency across the Colleges and work assignments.

All of these responsibilities should be executed with the aim of creating an environment that is conducive to student learning. The goal is for each College to have integrated maintenance, grounds, and custodial services.

Campus Safety & Security Services

Campus Safety & Security Services remain under the Chief District Police Services whose Lieutenants and Sergeants will continue to work closely with the campuses to ensure responsive services. During discussions with KH, the Cabinet identified safety, particularly emergency preparedness, as a high priority.

Recommendation No. 5: The support functions in the Office of the Chancellor should be consolidated and exist to support the Colleges and District-wide services.

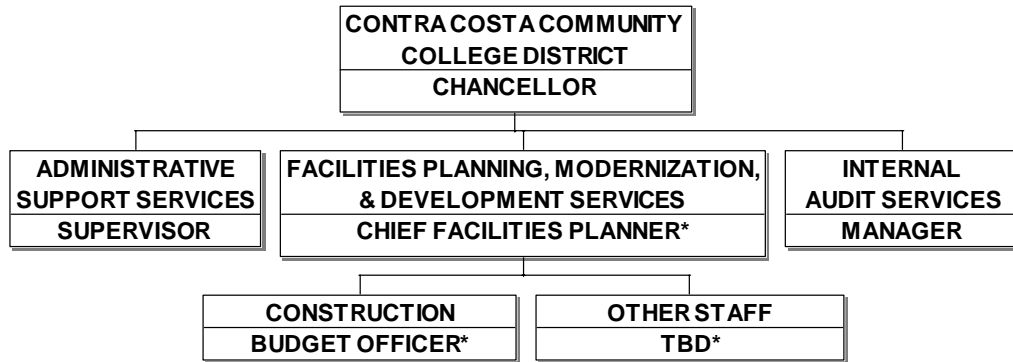
The Office of the Chancellor should consist of three core support services: Facilities Planning, Modernization, & Development; Administrative Support Services; and Internal Audit Services, described next.

Facilities Planning, Modernization, & Development

Facilities Planning, Modernization, & Development, discussed in Recommendation No. 6, will provide the District-wide leadership to facilitate 4CD's all construction, renovation, and project management plans and projects. This incumbent will be responsible for customer satisfaction from bid specification preparation through project turnover.

The separation of the day-to-day Facilities Services functions from Facilities Planning, Modernization, & Development is important, given the size and magnitude of the bond and capital planning initiative. Facilities Planning, Modernization, & Development will work closely with the Colleges on their capital projects. The Chief Facilities Planner will prepare facilities master plans that tie to the educational master plans of the Colleges and Education Centers; identify and implement energy conservation strategies for retrofitted, remodeled, or new facilities; and manage the facility planning and construction projects and ensure their compliance with local, State, and Federal agencies. The Chief Facilities Planner will also work closely with District-wide Administrative Services (particularly for Financial Services and Purchasing Services) and District-wide Planning & Educational Services (particularly in ensuring the facilities master plans are linked to the overall strategic plans).

Given the size and complexity of the bond, the Chief Financial Planner should have a Budget Officer position, funded through bond monies, for Construction. A Budget Officer is important given the magnitude of dollars spent annually (approximately \$2+ million per year). Once hired, 4CD should determine what additional staff may be required for full implementation of the facility projects. All of the positions should be funded by the bond and eliminated once the projects are completed.



* Temporary positions, funded through the bond

Administrative Support Services

Administrative Support Services should be consolidated under a single incumbent – a Supervisor, Administrative Support Services. This Supervisor position will be in charge of the Administrative Assistant, Executive Assistant, and Office Assistant positions.

The incumbent will monitor work assignments, ensure support staff work as a team, and promote cross-training and flexibility to back each other up during absences. The Administrative Support Services team will compile the formal communications for the Governing Board; maintain legal confidential records; coordinate District Office communications via newsletters, news briefings, speeches, etc.; gather and compile policies, procedures, statistical, and financial data; and perform Chancellor-assigned projects and programs as needed. The work of the Administrative Support Services should abide by 4CD policies pertaining to confidential matters.

Internal Audit Services

At 4CD, Audit Services should be clearly defined as Internal Audit Services, which offers pragmatic, business-oriented advice, based on local knowledge of policies, procedures, the culture, and the environment, in the context of resource limitations. Specifically:

- ✚ **Definition of Internal Audit:** Internal auditing is an independent, objective assurance and consulting activity, designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

✚ Mission of Internal Audit: The mission of internal audit is to assist the community college district in the discharge of their oversight, management, and operating responsibilities by providing relevant, timely and independent audit, advisory, and investigative services, using a systematic, disciplined approach to evaluate risk and improve the effectiveness of control and governance processes.

Most Internal Audit Services provide three types of services: 1) audits (assurances) – financial, operational, and compliance audits to insure better alignment with the objectives of internal controls; advisory services (consulting); and investigations. At 4CD, on average for the last 7 years (FY 1999-2000 through FY 2005-2006), Internal Audit Services has spent 54% of its time on special investigations and 46% of its time on audits and consulting.⁴ The role of Internal Audit Services should be supportive of continual improvements within 4CD. Over time, Internal Audit Services' impact should be expanded to encompass a broader range of services, including internal controls and compliance, mechanisms for safeguarding assets, consulting, ethics, and social responsibility. Additional resources should be considered to support the timely achievement of the approved work program.

Recommendation No. 6: Administrative affiliations should cut-across organizational lines and develop strong working relationships to ensure consistent strategic and policy direction.

The College staff in cross-organizational areas should be part of a larger practice area of expertise. For example, the Human Resources Assistants (HRAs) assigned to the Colleges should be part of the Human Resources practice aligned with District Services' Human Resources. Similarly, the Directors, Business Services, at the Colleges are the Chief Business Officers (CBOs) for the campuses and should be organizationally affiliated with the AVC/CFO and AVC/CHRO.

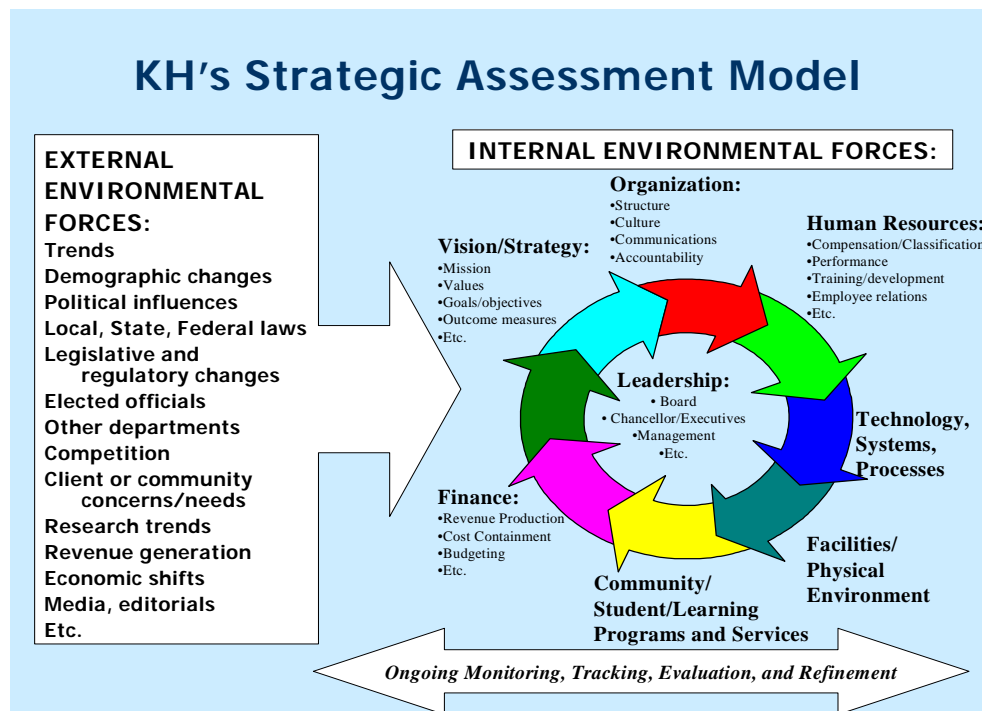
Career paths should be developed so that incumbents might have part of their careers at District Services and the Colleges. Others from the Colleges might work on a "secondment" or a short-term basis to address specific District-wide issues for the common good. Similarly, District Services staff might be assigned to a College to gain a first-hand understanding of campus issues or implement new policies and procedures that are tailored to the Colleges.

Recommendation No. 7: Significant change is required within the District Office, among the Colleges, and across 4CD.

The over-riding change required is not structural, but rather cultural in nature within the District Office, among the Colleges, and across 4CD. KH's Strategic Assessment Model, displayed on the next page, acknowledges the various components that affect organizational performance. While this KH report focuses on correcting the organizational structure, it is just one component of needed improvements.

⁴ Source: 4CD, District Office, Auditor Services, November 2006.

4CD has just undergone a trying fiscal period, which has left a bruised work culture. Because of limited resources, the Colleges have become more competitive with each other, hoarded resources, and perpetuated distrust that the District Office may not have been always forthcoming. The culture is described as a “we-they” mentality of the District Office versus the Colleges. Each College feels pitted against the other two Colleges. The District Office is viewed as being historically paternalistic and out-of-touch with what happens at the campuses. Initiative and efficiencies are rarely celebrated. There is little sense of a unified District.



Other feedback comments that KH received during 4CD interviews are highlighted next:

- ✚ **Vision/Strategic** – Need for a clear sense of direction (vision) and integrated planning across the Colleges. Colleges with accountability as revenue centers with greater authority and responsibilities. Greater standardization across the Colleges. Regular and systematic reviews of academic programs, business processes, and delegated authorities. Greater input from students and the community regarding their needs and 4CD priorities. The need to develop safety and emergency preparedness plans with clear delineation of roles.
- ✚ **Organizational Structure** – The current wide span of control of the Chancellor (i.e., too many direct reports), coupled with inadequate support for the Chancellor’s multiple roles. Clarification of the District Office’s control responsibilities. Clear balance of power between the District Office and the Colleges, as well as between the

District Office and the Colleges' respective Business Services functions. Rational and meaningful titles. More emphasis on marketing, research, planning, and education.

- ✚ **Human Resources** – In terms of the people or human capital, desire for more opportunities for career movement, back-up, succession planning, and cross-training. Too many “Interims” and “Acting” incumbents and too many vacancies in critical positions. Eroded morale. Need for management training in performance reviews, progressive discipline, and policies and procedures. In the area of labor relations, the need to build trust and skills through the new Interest-Based Bargaining (IBB) approach. Concerns were raised about staff performance, including sick pay abuse and “deadwood”, which was coupled with a strong theme of the need for more accountability, authority, and responsibility.
- ✚ **Financial** – Greater emphasis on revenue generation and diversification, growth of reserves, and expenditure reductions, particularly in light of declining full-time equivalent students (FTESs) but rising costs. Need to revisit the resource allocation formula. Need to build fiscally viable Colleges with multi-year financial plans and budgets. In terms of capital and bond monies, the need to revisit if an equal division of the monies is optimal. Development of clear service level agreements and assignment of appropriate resources.
- ✚ **Technology, Systems, and Processes** – Greater standardization required across the Colleges. Need for effective control systems and better management information to hold people responsible. Reduction in the number of shadow systems. Streamlining and greater use of automation. Sufficient staffing levels to cover peak periods. More staff orientation and training in the use of systems. Systematic and regular reviews of processes. Assessment of the design and staffing needs of the College data centers. Increased IT literacy to improve educational and business processes. Development of a business continuity plan. Use of technology for increased online instruction across the Colleges, net meetings, instant messaging, VoIP, and student support.
- ✚ **Facilities/Physical Environment** – Need to balance long-term versus short-term investments in the infrastructure. Need to make the best use of the bond monies possible. Assurance that facility projects support strategic plans and educational master plans. Determination of how to cover the staffing and operational costs of the new facilities.
- ✚ **Community, Student Learning, Educational Planning** – Strengthened District-wide capabilities in the areas of institutional research, enrollment management, educational master planning, online learning, distance education, international education, contract education, student services, and articulation agreements [or a common college catalog] across the District.

The working relationships at the District Office vis-à-vis the Colleges (and vice versa) require a cultural change, emphasizing collaboration and collegiality. Without such a change, a new organizational structure will not have the positive impact desired because bad habits and destructive behaviors will hamper successful implementation. The timing is key now to acknowledge and promote the concept of “*we are one*” across the District.

Larry Bossidy and Ram Charan, authors of the book Execution – The Discipline of Getting Things Done, make this point clearly: “*When a business isn’t going well, its leaders often think about how to change the corporate culture. They are right to recognize the “soft” stuff – peoples’ beliefs and behaviors – is at least as important as hard stuff, such as organizational structure, if not more so.*” (Emphasis added).

They use the analogy of the computer to explain: “*The hardware of a computer is useless without the right software. Similarly, in an organization the hardware (strategy and structure) is inert without the [appropriate] software (beliefs and behaviors).*”

They go on to make a key second point: “*To change a business’s culture, you need a set of processes – social operating mechanisms – that will change beliefs and behaviors... the foundation of changing behavior is linking rewards to performance and making the linkages transparent. A business’s culture defines what gets appreciated and respected.*”

Development of ‘social operating mechanisms’ is never easy. Frequently organizations rely heavily on sanctions versus rewards. These negative rewards can work in the short term but all too often have adverse long-term consequences, such as increased risk aversion, negativity, and CYA activities that sap time and energy from more positive endeavors.

4CD needs to stress the ‘the carrot versus the stick’ philosophy in developing ‘social operating mechanisms’. 4CD needs to develop the mechanisms, recognizing that not all people are in the same place at the same time. They operate on different and multiple levels of motivation. Recognizing that people have different needs will ensure that 4CD’s mechanisms are sophisticated enough to be effective. To begin, the Cabinet should engage the greater 4CD community in exploring:

- ✚ Are the cultural issues which were raised during this study the only ones that need to be addressed? A wider process might identify other important issues.
- ✚ What are the key factors 4CD should/will address? Some can be grouped to reduce the list.
- ✚ What changes in existing systems and new ‘social operating mechanisms’ are most likely to change staff attitudes, beliefs, and behaviors to support the new culture?

To avoid any perception of manipulation, this process should be open and transparent.

Developing effective mechanisms is more of an art than a science; it requires considerable goodwill to achieve the desired changes. Leadership and behavioral changes must start at the top and be consistent. Courage is required to challenge old, well-ingrained behaviors.

Finally, 4CD should build in regular feedback and evaluation processes so that timely adjustments are possible. Even if 4CD does a great job in shifting the culture and gets it right the first time, internal and external environmental factors have an annoying habit of regularly intervening, resulting in required course corrections.

SUMMARY OF ORGANIZATIONAL IMPACT

Recommended Structure

At the outset of this project, KH worked with the 4CD Cabinet to develop a list of criteria for positive change. KH kept these criteria in mind in designing the new structure. The criteria are listed below (and not necessarily in priority order). 4CD should apply these criteria when implementing and assessing the impact of the new structure.

Criteria for Positive Change	Desired Outcomes of Organizational Change
Financial Stability	Processes must be put in place to ensure the financial stability of 4CD.
Greater Standardization Where Needed	The recommended structure has delineated roles and responsibilities within the District Office. Human Resources will need to write and update positions. 4CD should discuss the delineation of roles and responsibilities with the Colleges. 4CD should also embark on systematic process reviews with strong customer input for increased efficiencies and standardization across campuses.
Integrated Planning	Planning and Educational Services should be the conduit for integrated planning District-wide, including institutional research, student services, marketing, enrollment management, and educational services planning.
Staff Training & Development	Although the term “Organizational Development” has been removed from Human Resources, the need for management training, advancement opportunities, and cross-training are recognized.
Cultural Change	Structural changes do not necessarily improve work cultures. 4CD must purposefully embark on cultural transformation, emphasizing the need to celebrate successes while shifting from a “We-They” mentality to “We Are One”.
Emergency Preparedness	District-wide Administrative Services should develop safety, emergency preparedness, and business continuity plans.
Staff Performance	As part of the new culture, managers must value the importance of performance management through positive enforcement of performance expectations.
Organizational Effectiveness	Organizational efficiency involves many elements, including reasonable spans of control, right-sizing, clear service levels and responsibilities, and IT literacy.

Reorganization Migration Plan

The recommended structure is possible within the confines of the current executive and management staffing levels. The Hay Group will determine the salary costs associated with the structure as part of the management reclassification study currently underway. No new positions are being added with the recommended structure. Two positions – Chief, Facilities Planning, and Budget Officer, Construction – will be paid for through the Redevelopment Agency funds, Measure A 2006, and State Construction funds for a specified time period. Exhibit VIII highlights the impact on the existing executive and management positions as they migrate to the new structure. The asterisks (*) indicate that Appendix B contains updated examples of assigned duties and responsibilities.

**EXHIBIT VIII
CONTRA COSTA COMMUNITY COLLEGE DISTRICT
Reorganization Migration Plan**

Current Position	Change	Position in the New Structure*
OFFICE OF THE CHANCELLOR'S SUPPORT SERVICES		
Chancellor	None	Chancellor
Vice Chancellor, Facilities & Operations	Retitled and narrower in focus for duration of construction projects; not funded through General Fund	Chief Facilities Planner ^{5*}
	New for duration of construction projects; not funded through General Fund	Budget Officer, Construction
Manager, Audit Services	None	Manager, Audit Services
Principal Executive Coordinator	Retitled/redefined	Supervisor, Administrative Support Services*
DISTRICT-WIDE ADMINISTRATIVE SERVICES		
Vice Chancellor, Finance & Administration (Vacant)	Redefined/expanded	Vice Chancellor, District-wide Administrative Services*
Vice Chancellor, Human Resources	Retitled	Associate Vice Chancellor/Chief Human Resources Officer (AVC/CHRO)*
Comptroller and Assistant Chief Financial Officer	Redefined focus	Associate Vice Chancellor/Chief Financial Officer*
Assistant Comptroller	Retitled	Director, Finance & Accounting*
Director, Purchasing	Expanded to include bond contract administration	Director, Purchasing
Director, Payroll Services	None	Director, Payroll Services

⁵ **Blue** indicates that the position is funded through the Redevelopment Agency funds, Measure A 2006, and State construction funds (i.e., not funded via 4CD General Funds). The position will not continue once the construction projects are completed.

**CONTRA COSTA
COMMUNITY COLLEGE DISTRICT (4CD):
District Office Organizational Design**

Current Position	Change	Position in the New Structure*
Director, Information Technology	None	Director, Information Technology
Manager, Network Technology	None	Manager, Network Technology
Police Chief	None	Police Chief
Police Services Lieutenant (2 positions)	None	Police Services Lieutenant (2 positions)
Director, Facilities & Construction	Redesigned to include civil engineering expertise	Director, Facilities Services*
DISTRICT-WIDE PLANNING & EDUCATIONAL SERVICES		
Vice Chancellor, Planning & Resource Development	Redefined/expanded; currently a vacant position	Vice Chancellor, District-wide Planning & Educational Services*
Vice Chancellor, Information Technology	Retitled	Associate Vice Chancellor/Chief Information Officer (AVC/CIO)*
Director, International Education	None	Director, International Education
Director, Communications & Marketing	Retitled	Director, External Affairs*
COLLEGES		
Manager, Bookstore – CCC	Transfer responsibility to the College	Manager, Bookstore – CCC
Manager, Bookstore – LMC	Transfer responsibility to the College	Manager, Bookstore – LMC
Manager, Bookstore – DVC	Transfer responsibility to the College	Manager, Bookstore – DVC
Manager, Buildings & Grounds – DO/CCC	Primary reporting relationship to site management	Manager, Buildings & Grounds – DO/CCC
Manager, Buildings & Grounds – LMC/Brentwood	Primary reporting relationship to site management	Manager, Buildings & Grounds – LMC/Brentwood
Manager, Buildings & Grounds – DVC/SRVC/WC	Primary reporting relationship to site management	Manager, Buildings & Grounds – DVC/SRVC/WC
Manager, Custodial Services – DO/CCC	None	Manager, Custodial Services – DO/CCC
Manager, Custodial Services – LMC/Brentwood	None	Manager, Custodial Services – LMC/Brentwood
Manager, Custodial Services – DVC/SRVC/WC	None	Manager, Custodial Services – DVC/SRVC/WC
TOTAL GENERAL FUND POSITIONS = 29		TOTAL GENERAL FUND POSITIONS = 28

IN GOING FORWARD

The recommended structure will require considerable work on the part of the District Office and its leadership. Some incumbents need to be appointed permanently, some jobs need to be redefined, and some positions need to be filled, warranting a formal recruitment process. The target date for implementation is July 2007, the start of the new fiscal year.

4CD is currently developing a District-wide strategic planning process. Once done, the Colleges' respective Strategic Plans will tie into the District-wide Strategic Plan. Most organizational structures have a life – typically 5 years – after which they require assessment and realignment to reflect new strategic issues, policies, or priorities that may have emerged. ***Once the new structure is in place for 3 to 4 years, 4CD should reevaluate the structure to: a) determine its effectiveness and relevancy, and b) ensure the structure supports the evolving strategic priorities and community needs.***

Overall, 4CD – the Colleges and District Services alike – would benefit from regular meetings of District and College managers to determine what's optimal across Colleges in terms of:

- ✚ Business process improvements
- ✚ Organizational alignments
- ✚ Delegated authorities
- ✚ Delineation of authorities
- ✚ Potential job rotations or short-term “secondments”

As part of a commitment to continual process improvement, 4CD should be continually reviewing its work processes and policies to ensure they are responsive, streamlined, cost-effective, and exploiting technology to the fullest. Therefore, additional discussions, involving both College and District Services staff and users of the services (e.g., students, community leaders) should also occur. These discussions should focus on processes and programs that overlap or where the District Office and the Colleges “own” pieces of different processes, particularly in the areas of:

- ✚ Human Resources recruitment
- ✚ Organizational development
- ✚ Payroll
- ✚ Facilities
- ✚ Police and campus safety
- ✚ Student services



These meetings should result in greater clarification of roles and responsibilities in processes that involve the Colleges and District-wide services regarding the design or formulation of programs, services, or policies; advisory input; recommendations for approval; approval authority; receipt of decisions made; implementation; and monitoring of the programs, services, or policies once implemented.

APPENDIX A: INDIVIDUALS KH INTERVIEWED

1. Chancellor+/**
2. Administrative Assistant
3. Comptroller – Acting+
4. Director, Business Services, Contra Costa College
5. Director, Business Services, Diablo Valley College
6. Director, Business Services, Los Medanos College+
7. Director, Information Technology
8. Director, International Education
9. Director, Payroll Services+
10. Director, Purchasing+
11. Executive Assistant to the Chancellor & Governing Board
12. Manager, Audit Services
13. Manager, Network Technology
14. President, Contra Costa College**
15. President, Diablo Valley College – Interim**
16. President, Los Medanos College+/**
17. Principal Administrative Analyst, Chancellor’s Office
18. Principal Executive Coordinator
19. Principal Human Resources Representative (3)
20. Senior Administrative Analyst, Chancellor’s Office
21. Senior Administrative Analyst, Educational Programs & Services+
22. Special Assistant to the Chancellor – Interim**
23. Vice Chancellor, Facilities & Operations+/**
24. Vice Chancellor, Finance & Administration – Interim+/**
25. Vice Chancellor, Human Resources & Organizational Development – Interim+/**
26. Vice Chancellor, Technology Systems Planning & Support+/**

+ Interviewed on more than 1 occasion.

** A Cabinet member who also participated in the KH organizational design retreat.

APPENDIX B: REDEFINED EXAMPLES OF DUTIES AND RESPONSIBILITIES

Appendix B delineates in greater detail the redefined job responsibilities of the District Office's executive and management teams within the new structure. 4CD's Human Resources should use these lists of job responsibilities to develop current job descriptions for these positions.

DISTRICT SERVICES EXECUTIVE TEAM

Vice Chancellor, District-wide Administrative Services

Advisory Role

- ✦ Advises the Chancellor and the Governing Board on District-wide Administrative Services issues, including financial; personnel management, staff diversity, organizational and staff development, and employee-employer problems; safety and security; purchasing and contracts; administrative technology and computing; and other administrative concerns

Policies and Procedures

- ✦ Oversees the development and implementation of 4CD administrative and operations policies and procedures:
 - Provides direction to the Directors, Business Services, at the Colleges regarding human resources, financial, and other policies, procedures, operations, and management of their Business Services functions
 - Reviews, provides suggestions for improvement, and approves operational policies and procedures developed by the Associate Vice Chancellors, Chiefs, Directors, and Chief of District Police Services
 - Evaluates the impact of policy options to support the decision-making process
- ✦ Recommends 4CD administrative and operations policies to the Chancellor, Cabinet, and Board

District-wide Leadership Role

- ✦ Integrates and provides overall leadership in the budgeting process and ensures integration of same with strategic planning process
- ✦ Coordinates cross-functional initiatives, including staff planning, safety, emergency preparedness, and business continuity planning
- ✦ Provides short- and long-term planning for better management of available resources
- ✦ Conducts in-service training for District Services and College staff members regarding policies, procedures, systems, processes, etc.
- ✦ Cultivates positive working relationships within District-wide Services and among and across the Colleges to build customer confidence and satisfaction

Management Responsibilities

- ✚ Develops and implements District-wide Administrative Services' strategies, plans, and objectives
- ✚ Ensures effective and efficient District-wide operation of:
 - Financial Services
 - Human Resources Services
 - Campus Safety & Security Services
 - Facility Services
 - Administrative systems provided by Technology Services
 - Purchasing Services and contract administration
- ✚ Integrates the District Offices' administrative functions and ensure they are supportive of the Colleges
 - Ensures continuous improvement of District-wide Administrative Services through reengineering, assessment of best practices, input from users and customers, and application of new technologies and solutions
 - Ensures new or improved business and administrative processes interface with management information systems and increase productivity and effectiveness
- ✚ Develops effective administrative support systems to promote the foundations, grant-writing, auxiliary services, and other initiatives
- ✚ Ensures well-trained District-wide Administrative Services staff
- ✚ Reviews and approves objectives and expenditure of funds for District-wide Administrative Services; approves expenditure of those funds
- ✚ Promotes a work culture of customer service, innovation, and quality services to students, staff, and the community

External Relations

- ✚ Reviews pending legislation, legal mandates, regulations, and guidelines, which may affect District programs, functions, and activities
- ✚ Develops legislative and government relations materials and strategies to help position 4CD to maintain and improve its funding levels
- ✚ Complies with all District, County, State, and Federal requirements
- ✚ Represents the District on State, regional, and local committees as assigned by the Chancellor

Other

- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ Travels within and outside the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned

Vice Chancellor, District-wide Planning & Educational Services

Advisory Role

- ✚ Advises the Chancellor and the Governing Board on District-wide Planning & Educational Services issues

Policies and Procedures

- ✚ Oversees the development and implementation of 4CD educational and student services policies and procedures; evaluates the impact of policy options to support the decision-making process
- ✚ Recommends 4CD educational and student services policies to the Chancellor, Cabinet, and Board

District-wide Leadership Role

- ✚ Manages, coordinates, and provides leadership for a variety of District-wide instructional services to assure the viability and legality of educational programs, improve instructional services, maintain established academic standards, and promote student success and Student Learning Outcomes (SLOs)
- ✚ Provides leadership for the strategic planning efforts, collaboratively develops a District-wide Strategic Plan, and maintains a strategic planning process
- ✚ Facilitates the planning activities which have a District-wide impact (i.e., enrollment development and educational programs)
- ✚ Promotes 4CD in other long- and short-term planning activities
- ✚ Coordinates and supervises research activities throughout 4CD to support planning
- ✚ Coordinates the planning of resource development throughout 4CD, working with:
 - The Cabinet in support of strategic planning goals
 - College departments, faculty, and staff relative to resource development needs, opportunities, and obligations
 - Appropriate managers in the planning and implementation of resource development programs, outreach, and deployment
- ✚ Develops measurements and accountability strategies for all major 4CD programs and services and coordinate reports on outcomes to appropriate entities
- ✚ Actively participates in budgeting process; ensures that the budget development process is responsive to the objectives developed during strategic planning
- ✚ Cultivates positive working relationships within District-wide Services and among and across the Colleges to build customer confidence and satisfaction

Management Responsibilities

- ✚ Develops and implements District-wide Planning & Educational Services' strategies, plans, and objectives
- ✚ Ensures effective and efficient District-wide operation of:
 - Communications & Community Relations
 - International Educational Services
 - Technology Services
 - Institutional research
- ✚ Administers District-wide grant-writing initiatives, including:

- 4CD's development of proposals for special programs and funding
- Planning and implementation of District-wide grants
- Identification and dissemination of information about special funding opportunities
- Procurement of needed resources for District-wide educational programs and resources made possible through grant funding
- ✚ Ensures continuous improvement of District-wide Planning & Educational Services through reengineering, assessment of best practices, input from users and customers, and application of new technologies and solutions
- ✚ Ensures well-trained District-wide Planning & Educational Services staff
- ✚ Reviews and approves objectives and expenditure of funds for District-wide Planning & Educational Services; approves expenditure of those funds
- ✚ Promotes a work culture of customer service, innovation, and quality services to students, staff, and the community

External Relations

- ✚ Complies with all District, County, State, and Federal requirements
- ✚ Develops partnerships with agencies, governments, and the private sector
- ✚ Represents the District on State, regional, and local committees as assigned by the Chancellor

Other

- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ Travels within and outside the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned

Associate Vice Chancellor/Chief Financial Officer (AVC/CFO)

Advisory Role

- ✚ Advises the Chancellor, the Vice Chancellors, the Cabinet, the College Presidents, and the Governing Board on financial issues
- ✚ Evaluates the financial impact of policy options to support the decision-making process
- ✚ Prepares budget projections and models and recommends budget allocations that achieve greater efficiency in the allocation of resources
- ✚ Alerts appropriate management regarding fiscal issues

Policies and Procedures

- ✚ Plans, develops, and recommends draft budget and fiscal policies, procedures, and objectives for review by the Vice Chancellor, District-wide Administrative Services

District-wide Leadership Role

- ✚ Coordinates financial planning with the Colleges and other District Services, including auxiliary services and new funding sources
 - Develops a financial strategy for 4CD, including the Colleges

- Identifies opportunities and strategies to help 4CD maintain and improve its funding levels from local, State, and Federal governmental agencies
- ✚ Conducts in-service training for District Services and College staff members regarding financial policies, procedures, systems, processes, etc. Actively participates in strategic planning processes
- ✚ Cultivates positive working relationships within District-wide Services and among and across the Colleges to build customer confidence and satisfaction

Management Responsibilities

- ✚ Develops and implements Financial Services, including the planning, coordination, direction, and management of:
 - Budget preparation and control
 - Fiscal record management
 - Risk management
 - Systems and processes related to the disbursement of funds
 - Accounting, including accounts payable and accounts receivable
- ✚ Plans and presents accurate financial statements and financial analysis reports regarding 4CD revenues, expenditures, trends, assumptions, long-range projections, etc.
- ✚ Provides effective and efficient Financial Services
 - Ensures continuous improvement of Financial Services through reengineering, assessment of best practices, input from users and customers, and application of new technologies and solutions
 - Develops new or improved financial systems that interface with management information systems and increase productivity and effectiveness
- ✚ Plans, organizes, and directs employee payroll administration
- ✚ Works with Planning & Educational Services regarding the preparation of cost estimates, invoices, and contract requirements for grant opportunities
- ✚ Plans, organizes, and directs risk management and fiscal record management
- ✚ Ensures well-trained Financial Services staff
- ✚ Reviews and approves objectives and expenditure of funds for Financial Services; approves expenditure of those funds
- ✚ Promotes a work culture of customer service, innovation, and quality services to students, staff, and the community

External Relations

- ✚ Prepares timely and accurate financial reports that ensure compliance with all District, County, State, and Federal requirements
- ✚ Complies with all District, County, State, and Federal requirements; maintains financial records and audit trails in accordance with District, State, and Federal policies
- ✚ Working with the Internal Auditor, facilitates and supports, as needed, the external auditors in their work
- ✚ Reviews pending financial-related and other legislation, legal mandates, regulations, and guidelines which may affect District programs, functions, and activities

- ✚ Represents the District on State, regional, and local committees as assigned by the Vice Chancellor, District-wide Administrative Services

Other

- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ Travels within and outside the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned

Associate Vice Chancellor/Chief Human Resources Officer (AVC/CHRO)

Advisory Role

- ✚ Advises the Chancellor, the Vice Chancellors, the Cabinet, the College Presidents, and the Governing Board on human resources issues
- ✚ Advises the Cabinet on personnel management, diversity initiatives, and employer/employee relations problems, issues, and concerns

Policies and Procedures

- ✚ Plans, develops, and recommends draft human resources policies, procedures, and objectives for review by the Vice Chancellor, District-wide Administrative Services

District-wide Leadership Role

- ✚ In collaboration with designated College groups, develops, recommends, and implements immediate and long-term strategies pertaining to human resources
- ✚ Plans, organizes, and administers a comprehensive employer/employee relations program, including the conduct of negotiations with labor organizations and the administration and interpretation of collective bargaining agreements; liaise with labor organizations in analyzing problems and developing alternative solutions; and implement and apply IBB techniques
- ✚ Actively participates in strategic planning and budgeting processes, including responsibility for position control and budgeting
- ✚ Cultivates positive working relationships within District-wide Services and among and across the Colleges to build customer confidence and satisfaction

Management Responsibilities

- ✚ Develops and implements 4CD's Human Resources Services, including the planning, coordination, direction, and management of:
 - Recruitment
 - Benefits Administration
 - Employee relations
 - Equal Employment Opportunity (EEO) compliance
 - Workers' Compensation
 - Classification and compensation
 - Human Resources Information Systems (HRIS)
 - HR operations
 - Staff and organizational development

- ✚ Plans, organizes, and directs employee health and welfare programs, including benefits administration
- ✚ Plans, develops, and implements evaluation procedures to ensure that human resources management, recruitment, classification, diversity initiatives, and staff development systems, processes, and procedures are effective, efficient, and cost-effective
- ✚ Plans, organizes, and administers the 4CD staff diversity programs
- ✚ Ensures continuous improvement of Human Resources Services through reengineering, assessment of best practices, input from users and customers, and application of new technologies and solutions
- ✚ Ensures well-trained Human Resources Services staff at District Services and at the Colleges
- ✚ Reviews and approves objectives and expenditure of funds for Human Resources Services; approves expenditure of those funds
- ✚ Promotes a work culture of customer service, innovation, and quality services to students, staff, and the community

External Relations

- ✚ Complies with all District, County, State, and Federal requirements
- ✚ Reviews pending employee, personnel, and other legislation, legal mandates, regulations, and guidelines which may affect District programs, functions, and activities
- ✚ Represents the District on State, regional, and local committees as assigned by the Vice Chancellor, District-wide Administrative Services

Other

- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ Travels within and outside the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned

Associate Vice Chancellor/Chief Information Officer (AVC/CIO)

Advisory Role

- ✚ Advises the Chancellor, the Vice Chancellors, the Cabinet, the College Presidents, and the Governing Board on information technology issues

Policies and Procedures

- ✚ Develops, maintains, and evaluates policies, procedures, and standards required to provide flexible and cost-effective information technology services essential to quality instruction, student services, and administrative processes for a large complex computer installation providing multi-faceted uses and services to the Colleges and District Services
- ✚ Plans, develops, and implements information technology policies, procedures, and objectives for review by the Vice Chancellor, Planning & Educational Services

District-wide Leadership Role

- ✚ Chairs the Technology Council which is responsible for:

- Planning technology and needs evaluation
- Developing partnerships
- Developing the technology budget
- Setting hardware and software standards
- Determining acquisition and replacement policy
- Making systems management recommendations
- Setting effectiveness criteria for technology impact on students
- Identifying and setting research priorities for technology
- ✚ Acts as an advocate for the Technology Council
- ✚ Creates, implements, and maintains the 4CD Technology Master Plan
- ✚ Prepares long-range District-wide information technology plans based on forecasted needs of the District
- ✚ Provides leadership and coordinates 4CD's telecommunications programs
- ✚ Serves as a liaison to faculty clusters and College technology committees
- ✚ Coordinates 4CD's efforts to assure the integrity, reliability, and security of computerized information, systems, standards, policies, and data
- ✚ Provides leadership, strategic direction, and consulting services to foster the growth and integrity of instructional technology and distance education at the Colleges
- ✚ Serves as a resource to information technology users for the management and analysis of data and information
- ✚ Cultivates positive working relationships within 4CD Services and among and across the Colleges to build customer confidence and satisfaction
- ✚ Actively participates in strategic planning and budgeting processes

Management Responsibilities

- ✚ Develops and implements Technology Services to support instructional, student, and administrative systems, including the planning, coordination, direction, and management of:
 - Applications Systems for 4CD and K-12
 - Network Systems & Security
 - 4CD's databases
 - Help desks
 - Web administration
 - Telecommunications
 - Mainframe and distributed systems
 - Enterprise email
- ✚ Develops qualitative and quantitative measures of productivity, quality control, and work-load performance standards
- ✚ Provides periodic reports on information technology operations, including short- and long-term goals, objectives, performance standards, and outcomes
- ✚ Administers and directs the planning and training program for Technology Services personnel to assure ability to meet critical deadlines and prepare staff for emerging technologies
- ✚ Develops innovative funding methods for technology and opportunities for partnerships

- ✚ Ensures the delivery of quality Technology Services through effective needs assessment, system design/selection, and implementation
- ✚ Reviews and approves objectives and expenditure of funds for Technology Services; approves expenditure of those funds
- ✚ Ensures continuous improvement of Technology Services through reengineering, assessment of best practices, input from users and customers, and application of new technologies and solutions
- ✚ Promotes a work culture of customer service, innovation, and quality services to students, staff, and the community

External Relations

- ✚ Complies with all District, County, State, and Federal requirements
- ✚ Provides direction for contracted services support with external agencies
- ✚ Represents the District on State, regional, and local committees as assigned by the Vice Chancellor, District-wide Planning & Educational Services

Other

- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ Travels within and outside the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned

Chief Facilities Planner

Advisory Role

- ✚ Advises the Chancellor, the Cabinet, the College Presidents, and the Governing Board on the Bond, construction or remodeling projects, and related issues
- ✚ Prepares facilities planning data for the Governing Board, Chancellor, and the Cabinet

Policies and Procedures

- ✚ Plans, develops, and recommends facility planning, project management, and construction policies, procedures, and objectives for review and approval by the Chancellor, Cabinet, and if needed the Governing Board

District-wide Leadership Role

- ✚ Prepares facilities master plans that tie to the educational master plans and strategic plans of the Colleges and Education Centers and anticipated growth of 4CD
- ✚ Assists the College communities – managers, faculty, staff, students, and community stakeholders – on building and campus planning matters, including the development of educational specifications, equipment needs, project architect requirements, etc.
- ✚ Actively participates in strategic planning and budgeting processes
- ✚ Cultivates positive working relationships within District-wide Services and among and across the Colleges to build customer confidence and satisfaction

Management Responsibilities

- ✚ Manages facility projects, including plans and specifications, bid documents, contract awards, construction change orders, and contract completion acceptances

- ✚ Identifies and implements energy conservation strategies for retrofitted, remodeled, or new facilities
- ✚ Establishes and maintains accurate facilities inventory and historical records required for maintenance and construction programs
- ✚ Uses contemporary project management software to ensure project success; ensures continuous improvement of Facilities Planning through reengineering, assessment of best practices, input from users and customers, and application of new technologies and solutions
- ✚ Reviews and approves objectives and expenditure of funds for Facility Planning projects; approves expenditure of those funds
- ✚ Promotes a work culture of customer service, innovation, and quality services

External Relations

- ✚ Ensures the facility planning and construction projects comply with all District, County, State, and Federal requirements
- ✚ Serves as the 4CD liaison with local, State, and Federal agencies and with architects, engineers, consultants, legal counsel, inspectors, and contractor representatives related to facilities planning, approvals, funding, and construction
- ✚ Represents the District on State, regional, and local committees as assigned by the Chancellor

Other

- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ Travels within the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned

DISTRICT SERVICES MANAGEMENT TEAM

<i>Director, Facilities Services</i>

Advisory Role

- ✚ Advises the Chief Facilities Planner regarding the impact of facility master plans on maintenance, buildings, and grounds operations
- ✚ Advises the Vice Chancellor, District-wide Administrative Services, and the Colleges regarding the impact of facility operations plans on maintenance, buildings, and grounds operations

Policies and Procedures

- ✚ Advises the Vice Chancellor, District-wide Administrative Services, on facility operations policies and procedures
- ✚ In collaboration with the Colleges, develops policies, procedures, and priorities for buildings and grounds operations at the College campuses, Education Centers, and District Services

District-wide Coordination Role

- ✚ Trains buildings and grounds staffs in effective maintenance operations

- ✦ Fosters and maintains positive relationships with the Colleges, among the workforce, and with others at the District Office to build customer confidence and satisfaction

Management Responsibilities

- ✦ Proactively manages 4CD's facilities and infrastructure
- ✦ Identifies and implements energy conservation strategies, recycling programs, and other approaches for environmentally friendly, efficient, and cost-effective maintenance activities and building and grounds operations
- ✦ Prepares short- and long-term maintenance plans – scheduled, preventive, and corrective maintenance – for buildings and equipment
- ✦ Establishes and maintains an accurate equipment and building inventory and historical records required for maintenance planning and execution
- ✦ Continually evaluates and improves the buildings, grounds, and custodial services
- ✦ Promotes a work culture of customer service, innovation, and quality services to students, staff, and the community

External Relations

- ✦ Complies with all District, County, State, and Federal requirements
- ✦ Ensures the building and grounds operations comply with local, State, and Federal agencies

Other

- ✦ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✦ Travels within the District in carrying out responsibilities and duties
- ✦ Performs other duties as assigned

Director, Communications & Community Relations

Advisory Role

- ✦ Advises the Chancellor, the Cabinet, the College Presidents, and the Governing Board regarding public relations, media issues, and external affairs issues, as well as internal communication initiatives

Policies and Procedures

- ✦ Develops communication strategies, policies, and protocols for both internal and external communications for review by the Chancellor and Cabinet

District-wide Coordination Role

- ✦ In conjunction with the Colleges' public information offices:
 - Develops and coordinates 4CD marketing plans to achieve the District's mission and goals
 - Coordinates all media relations for 4CD, including working with Bay Area newspaper, radio stations, and television outlets
 - Prepares news releases, news inquiries, news conferences, and feature stories
 - Serves as 4CD's media spokesperson

- ✚ Cultivates and maintains positive working relationships and internal communications with the Colleges and with others at the District Office to build awareness, confidence, and satisfaction

Management Responsibilities

External Communications, Public Relations, Marketing, and Community

- ✚ Ensures that 4CD advertising is effective, efficient, and reflects the needs of consumers and taxpayers; plans and oversees 4CD's marketing, advertising, and promotion activities including print, electronic, and direct mail activities
- ✚ Works with writers and artists and oversees copywriting, design, layout, past up, and production of promotional materials
- ✚ Ensures effective control of marketing results and be certain that the achievement of marketing objectives are within designated budgets
- ✚ Evaluates market reactions to public information programs to ensure the timely adjustment of the marketing strategy and plans to meet changing conditions

Internal Communications and Community

- ✚ Designs internal communication strategies for dissemination of information, building a collegial infrastructure, and reinforcing a sense of the 4CD community
- ✚ Coordinates special events aimed at the advancement of 4CD's goals
- ✚ Assists 4CD in the pursuit of public and private fundraising goals; writes grants

External Relations

- ✚ Complies with all District, County, State, and Federal requirements
- ✚ Develops strategies to effectively manage public information about the District to the region, State, and nationally
- ✚ Researches, analyzes, and monitors financial, technological, and demographic factors to take advantage of market opportunities

Other

- ✚ Articulately crafts written messages that are effective for reaching external and internal stakeholder audiences
- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ Travels within the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned

Director, Finance & Accounting

Advisory Role

- ✚ Advises 4CD staff concerning unusual or unforeseen problems; recommends proper courses of action and timely alternative solutions

Policies and Procedures

- ✚ Formulates and recommends policies and procedures to achieve greater efficiency and system control

- ✚ Provides special financial, statistical, or analytical studies to assist the administration in the formulation of new policies, planning, and revised programs

Management Responsibilities

Accounting

- ✚ Directs, organizes, coordinates, and manages the 4CD accounting functions and activities at District Services
- ✚ Plans, organizes, and coordinates the preparation of 4CD's annual budget
- ✚ Maintains 4CD's account structure
- ✚ Develops, organizes, prepares, and maintains accurate, periodic budget and financial statements, reports, and records concerning 4CD's income and expenditure position
- ✚ Oversees the preparation of attendance reports, claims, and invoices to assure appropriate funds accrue to the District from various State, Federal, and local funding sources
- ✚ Determines and implements grant policies and procedures, prepares grant budget and expenditure analyses, and provides analysis and technical support to grant operations
- ✚ Guides year-end activities for the proper closing of 4CD's records for the annual audit and year-end fiscal analysis
- ✚ Reviews and coordinates the processing of insurance claims and all 4CD contracts excluding personnel and construction contracts

Budgeting Support

- ✚ Prepares budget allocations, projects revenues, and monitors allocations against actual expenditures, proposing budget adjustments as necessary
- ✚ Manages 4CD investments in accordance with 4CD policies and legal requirements, analyzing cash flow for investment and financing opportunities

Staffing

- ✚ Trains, instructs, and supervises department staff in public sector revenue and expenditure accounting; budgeting control; proper disbursement of funds for material, services, equipment, and equipment inventory; and 4CD procedures
- ✚ Promotes a work culture of customer service, innovation, and quality services

External Relations

- ✚ Complies with all District, County, State, and Federal requirements
- ✚ Interprets Federal and State financing and budget regulations
- ✚ Coordinates with 4CD's internal and external auditors, including Federal and State auditors, implementing recommendations relative to accounting practices

Other

- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ Travels within the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned

Supervisor, Administrative Support Services

Policies and Procedures

- # Designs and formats forms and policies and procedural manuals
- # Meets with managers, faculty, classified staff, and students, as assigned, on matters of 4CD policy and operations and provide explanations regarding policies and procedures upon request
- # Analyzes and improves operational and administrative policies, procedures, and practices of support staff at District Services

District-wide Coordination Role

- # Maintains the legal confidential records of the Governing Board
- # Gathers and compiles policies, procedures, statistical and financial data
- # Cultivates and maintains positive working relationships with the Colleges, among the staff, and with others at the District Office to build customer confidence and satisfaction

Management Responsibilities

- # Performs the administrative functions for the Chancellor
- # For the Chancellor:
 - o Prepares draft speeches, presentations, biographical sketches, Chancellor's updates, and reports regarding 4CD
 - o Coordinates the formal flow of information and maintains a supportive relationship among the Governing Board, 4CD staff, and the community
 - o Facilitates communications with the Governing Board through the regular transmittal of information on 4CD matters, including the preparation of position papers, proposed policy language, Board agenda, action items, or staff reports
- # Supervises and directs assigned employees
- # Collects, analyzes, and summarizes data for special projects
- # Develops and implements cross-training initiatives and reassigns workload of support staff during peak periods or absences
- # Performs Chancellor-assigned projects and programs, including specially funded projects
- # Designs and formats bulletins and memoranda from the Chancellor's Office
- # Promotes a work culture of customer service, innovation, and quality services to students, staff, and the community

External Relations

- # Communicates with government agencies and other educational institutions to identify and research issues, explain policies, provide technical expertise, and exchange information
- # Complies with all District, County, State, and Federal requirements
- # Ensures compliance with the applicable laws for the filing of all legal documents on time

-
- ✚ Represents the District on State, regional, and local committees as assigned by the Chancellor

Other

- ✚ Analyzes information and data, searches for solutions, manages resources, directs projects, and works cooperatively as a team member with other employees
- ✚ May travel within the District in carrying out responsibilities and duties
- ✚ Performs other duties as assigned