

DISTRICT GOVERNANCE COUNCIL

Tuesday, June 21, 2010

1:00 p.m.

Board Room, District Office

AGENDA

1. Call to order
2. Review of the June 21, 2010 agenda
3. Correction and approval of May 18, 2010 minutes
4. Chancellor's Report
 - Review of June 30, 2010 Governing Board Agenda
 - Chancellor's report
5. District Governance Survey - Discussion *{Helen Benjamin}*
6. Business Procedure 18.01 (Revision) - ***The Contra Costa Community College District Budgeting System*** – 2nd Read *{Serena Muindi}*
7. Business Procedure 18.04 (Revised) - ***Academic and Classified Senate Budget Guidelines*** – 1st Read *{Serena Muindi}*
8. Tentative Budget Presentation *{Serena Muindi}*
9. Board Policy 2057(New) - ***Hiring of Contract Administrators*** - 1st read *{Gene Huff}*
10. HR Procedure 1010.06 (New) - ***Hiring of Contract Administrators*** - 1st read *{Gene Huff}*
11. DGC Evaluation Results – *{Steering Committee}*
12. Reports from Constituent Groups
13. DGC Steering Committee Report
14. Adjournment

District Governance Council

DRAFT Minutes

May 18, 2010

Called to order at 1:02 PM

Roll Call

Classified Staff: Gregory Evilsizer, Linda Kohler, Rose Orpilla, Mercy Pono, Michael Gong

Faculty: Richard Akers, Laurie Lema, Jeffrey Michels, Michael Norris, Ruth Sison, Michael Yeong

Management: Yvonne Canada, Linda Cherry, Bob Estrada, Lyn Krause (note-taker), Michael Todd, Sandra Smith, John H. Wade II

SRC: Russell Holt

Students: De'shawn Woolridge

Guests: Helen Benjamin, Gene Huff, Kindred Murillo, Mojdeh Mehdizadeh, Roy Stutzman

1. It was moved, seconded and passed (M/S/P) to move Mojdeh Mehdizadeh's presentation to earlier in the agenda.
2. M/S/P to approve the April minutes (with changes to correct spelling of Muindi and Breza).
3. Kindred Murillo presented Business Procedure 18.01, ***The Contra Costa Community College District Budgeting System***, for a first read. She explained the current load banking situation in the Board Procedure. Classified requested that banked load be funded by the district. This procedure will be brought back in June for second read, which will include any changes from academic senate.
4. Business Procedure 18.02, ***Guidelines for College Operating Budget Allocations***, added parameters for budget development. Business Procedure 18.03, ***Guidelines for College Classified Staffing***, was deleted. M/S/P to forward both BP 18.02 and 18.03 to the Governing Board on the second reading.
5. Murillo presented a "Tentative budget planning" (anticipated and projected) presentation which covered where we are today (fiscal year 2009-10) and planning for FY 10-11, which will come out next month.
6. Board Policy 4008, ***Review Establishment, Modification and Discontinuance of Courses and Programs***, was presented as an information item by Mehdizadeh. It has gone through the consultation process with faculty.
7. Curriculum and Instruction Procedure 4008, ***Review Establishment, Modification and Discontinuance of Courses and Programs***, was presented for information by Mehdizadeh with no changes. It has gone through the consultation process with faculty.

District Governance Council

DRAFT Minutes

May 18, 2010

8. Board Policy 4003, *Copyright Policy for Printed and Media Materials and Computer Software* was presented by Mehdizadeh for a second read. The discipline procedures will remain the same. M/S/P to forward it to the Governing Board.
9. Board Policy 5030, *Acceptable Technology Use Policy*, was presented by Mehdizadeh for a second read. M/S/P to forward it to the Governing Board.
10. Business Procedure 10.06, *Acceptable Technology Use*, was presented by Mehdizadeh for a second read. M/S/P to accept it.

11. Chancellor's Report

The Chancellor clarified that when a policy is brought forward for changes, the whole policy is opened up for discussion and changes.

The Chancellor announced that the District Office will participate in the 4/10 work schedule this summer and solicited ideas for her end of year e-mail.

The district governance survey evaluation form will be discussed by one each of managers, students, senates and union reps. Management and classified staff to send representative names to Mehdizadeh.

The Chancellor reviewed several items that were developed in response to the Accreditation Commission's recommendations. These items were for discussion only and will come to DGC in September 2010 for a first read. They included revisions to Board Policy 1009, *Institutional Leadership and Governance*, and the graphic for the Districtwide Governance and Decision-Making Structure. The Chancellor also reviewed Administrative Procedure 1009.01, *Institutional Participatory Governance*, which has no changes except to correct language of "participatory" and being renumbered. She requested and management confirmed that they will develop statements about management's role in shared governance for inclusion in the procedure. She reviewed Administrative Procedure 1009.02, *Process To Reach Agreement Between the Governing Board And the Faculty Senates Coordinating Council on Districtwide Policies and Procedures Governing Academic and Professional Matters*, which has no changes except being renumbered.

12. Student Advocacy Project – The Steering Committee announced that it will do a pilot meeting utilizing video conferencing in response to students' to do so to enable student participation. Steering will bring the results back to the next DGC meeting.
13. DGC Calendar Draft 2010-11 – The DGC reviewed the draft calendar. The Chair clarified that the dates from January to June 2011 are tentative until the Governing Board sets its 2011 meeting schedule in the fall semester. DGC members suggested the Board set their meeting calendar for 18 months to match the academic calendar. The Chair will share the request with the Board. The calendar was approved.

District Governance Council

DRAFT Minutes

May 18, 2010

14. DGC By-laws – Amendments – no amendments were proposed.
15. DGC Evaluation – The DGC will use the evaluation model (on page 4, item # 11) that Helen shared, with the addition of a “not applicable/I don’t know/not observed” category to the model.
16. Constituency reports –
 - Faculty – no report
 - Students – are working with DSS to maintain services despite losing money.
 - Classified – noted that Job Links is coming up on June 3, 2010.
 - Management – noted data issues with ‘decline to report’ on racial/ethnic categories.

New DGC members are encouraged to attend our last meeting in June.

Meeting adjourned at 3:15 PM!

THE CONTRA COSTA COMMUNITY COLLEGE DISTRICT BUDGETING SYSTEM

Introduction

The need for finance administration formulae and procedures which fix responsibility for budget administration and which allocate funds on a fair and impartial basis in a multi-college system is clear. Such a budgeting system will lessen the internal friction which might arise primarily out of fund allocation and fund administration decisions.

Basic to the budgeting system is the definition of function of the chief business officer at the district level as one of service. This is consistent with the trend toward maximum decentralization of authority to the colleges of this District.

The chief business officer's role is one of advising the Chancellor and College Presidents of situations which may affect the financial condition of the District and to provide timely and accurate reports and accurate projections for the future. Provision also has been made to share information with faculty and classified staff. The Chancellor and/or the chief business officer meet with the District Governance Council and any participatory committee referred to by negotiated contract, or upon the request of an employee organization.

Recommendations on resource allocation guidelines and procedures are encouraged from staff groups, and information relative to finance procedures and estimates is reviewed with them. Full and open disclosure is essential to the District's budget process. Although school finance is complicated, real understanding of the facts and inter-relationships involved in budget decisions is necessary to successful implementation of the budget allocation system.

The budgeting process includes both long-range and short-term planning. The District annually reviews budget decisions in terms of the multi-year budget consequences. Short-term planning is reflected in the annual budget. Fundamental to both long-range and short-range planning is extensive information on all significant phases of operations and costs. The data provides management information to achieve more effective utilization of personnel and financial resources.

Budget Development

The initial step in budget development is the projection of enrollment and full-time equivalent student enrollment. These projections are based on an analysis of sources of students, enrollment history, plans to expand programs, etc.

The College Presidents provide information for and review the results of this process. Productivity ratios and class-size goals are cornerstones to this segment of the budgeting system. The budget calendar and steps are detailed in Business Procedure 18.06.

The next step is the computation of projected income by the chief business officer. This is primarily the conversion of projected enrollments to dollar amounts derived from the State (the District's base revenue) and estimates of other revenue sources based on past experience and/or anticipated changes.

~~Separate projections are made for restricted funds (which must be used for specific purposes) and the unrestricted or operating fund. Major emphasis is on the operating fund.~~

~~Income projections depend upon many items which are estimates only. The possibility of estimating errors and the necessary tentativeness of the income total must be accepted and understood. Projected income should not be viewed as an absolute.~~

~~An important function of income analysis is to provide a reasonable estimate of the change in income for the budget year compared to the current year. From this difference, any new programs or improvements in programs must be funded in addition, of course, to the incremental and inflationary increases in existing programs. If the forecast is for diminished income, the task is to identify areas to obtain program reductions.~~

~~After ascertaining the total income available to the District from all sources, the following subtractions are made:~~

- ~~1. Salaries and benefit costs for all currently employed monthly or annual salaried classified and certificated personnel, including scheduled step increments and estimates for reclassifications.~~
- ~~2. Sabbatical leave estimated costs.~~
- ~~3. Salaries and benefit costs for new staff additions based on guidelines for classified and certificated positions.~~
- ~~4. Deferred maintenance, remodeling and site improvement programs costs.~~
- ~~5. Instructional and non-instructional equipment costs.~~
- ~~6. Cost of utilities (gas, electricity, sewer fees and water).~~
- ~~7. Various specialized program differences among the colleges as specified and agreed to. Examples are:
 - ~~a. Cosmetology contract costs--LMC and CCC.~~
 - ~~b. San Ramon Center lease--DVC.~~~~
- ~~8. Amount for operation of district-wide services (Governing Board, purchasing, accounting, payroll, computer center, human resources, planning, development, building and grounds maintenance, police services, chief administrative, etc.).~~
- ~~9. District-wide insurance costs (property, liability and student athletics).~~
- ~~10. Health and dental insurance costs for retirees.~~
- ~~11. Worker's Compensation Insurance, Unemployment Insurance, Medicare Insurance, and retirement system costs, as applicable, for substitute and hourly teachers (day and extended day semester length, daily census and positive attendance classes).~~
- ~~12. Salaries for Cooperative Education supervisors.~~
- ~~13. Salaries for retired faculty consultants.~~

14. Allocation for enrollment fee collection expense (two percent of fees).
15. Classified Employees Enhancement Program Allocation per Local 1 agreement.
16. Staff development allocation.

The balance remaining after these deductions is available (1) for a unit cost allocation to each College President on the basis of projected budget year FTES, (2) for salary policy changes, (3) to fund new programs, or (4) to increase existing allocation levels. The unit cost allocations, adjusted annually for cost increases and/or expanded level of services, are allocated for the following expenses:

1. Student salaries.
2. Hourly classified salaries.
3. Classified extra time and overtime salaries.
4. Variable certificated non-teaching salaries (counselors, librarians, etc.).
5. Supplies.
6. Library books.
7. Travel and personal expense.
8. Equipment.
9. Rental of equipment and software.
10. Repair of equipment.
11. Dues and memberships.
12. Independent contractors.
13. All other operating expenses.

The cost differences or savings reflected in year-end balances in the above thirteen categories and monthly classified salaries at each college are reallocated to the college (plus any increase in current year per FTES allocations to which the college is entitled as a consequence of actual FTES above that projected) in an unrestricted reserve account. If the actual FTES of the college is one percent or more under than that projected, the college's current year's remaining balance funds or the next year's per FTES allocation will be reduced by the appropriate amount.

Specific income generated by each college in various categories is added as received to the college expenditure budget throughout the year. Examples of these categories follow:

1. Lost library books charges and library fines.
2. Event receipts.

3. — Breakage costs.
4. — Lost item costs.
5. — Dental Hygiene patient fees.
6. — Transcript fees.
7. — Grade report mailing fees.

Subsequent to allocation of per FTES funds, each college develops its budget plan. The location budget plans are then consolidated into the total District budget for Board approval. Thus, budgets submitted to the District do not encounter the typical cutting procedures because they are in balance when submitted. The allocations are stretched to meet as many needs as possible in a process involving participation of faculty and other college staff to ensure (1) the resource requirements for educational and support programs are considered, and (2) priorities are developed.

Budget Administration and Control

Budgetary control is an instrument for planning because a budget converts everything into dollars; this makes it possible to set priorities and maintain control over resources to achieve those priorities. A budget must balance, revenues and other sources equal total expenditure and allocation.

Knowing where the money is coming from is the responsibility of the chief business officer. Accurate projections are vital to budget control. During the course of the fiscal year, the chief business officer must analyze revenue projections. If updated revenue projections are less than budgeted amounts, recommendations must be developed for resolving the imbalance.

The principal revenue is enrollment and FTES data. Actual summer school and fall semester FTES estimates (based on the first census week) will be available about November 1. At this point, the Chancellor and College Presidents will be advised whether or not actual enrollment varies from that previously estimated.

In mid-January, the above process will be repeated based on First Period Attendance Reports which are due January 15. Another check point will occur about April 1 when first census week spring semester enrollments are available. State apportionment income for the year will not become firm until the Second Period Apportionment notice is received from the State about June 1.

To preclude disruptive mid-year reactions to errors in original projections, a minimum reserve amount of five percent of the operating fund expenditure budget is established. This is also a reserve or contingency available to the Board to meet unanticipated needs or emergency situations.

Once the funds are allocated to a college, that college administers its expenditure budget for the year and is held responsible for so doing in accordance with Business Procedure 3.17, which is consistent with the allocation process. The allocation system at the college level fixes the budget responsibility at the organizational unit level (division chairperson, administrator, office supervisor, etc.).

Flexibility in making budget transfers is provided to the organizational unit level to reward good budget administration. Overspending is not permitted. By Board policy, expenditures made under decentralized authorizations may be viewed as personal transactions if insufficient budget funds are available.

~~District relationships to this process are primarily service relationships. Control is maintained to meet legal requirements of the State and local Board policy. All financial transactions require Board approval, either by ratification or approval in advance for larger items.~~

~~An account balance report and a detailed expenditures report are available to all organizational units. Reports are available also at summary levels for use by the College Presidents. Finance system information is also available on-line for immediate inquiry as to budget account status and expenditure transactions detail.~~

~~This system ensures a non-deficit financial operation by establishing a reserve and allocating available money only. Budgets balance and constant monitoring at various levels throughout the year provide proper protection.~~

draft

**THE CONTRA COSTA COMMUNITY COLLEGE DISTRICT
GENERAL FUND BUDGET**
(revised 6-2-10)

OVERVIEW

Effective July 2010 the District adopted the SB361 allocation model as the basis for its budgeting system. In this essentially decentralized budgeting environment, there is a need for formulae and procedures which clearly outline the method used to fairly and impartially allocate funds to the colleges and the District Office and which fix appropriate levels of responsibility for budget administration with the colleges and the District. The chief financial officer of the District has a key role in managing the district budget. With regards to the external environment, the chief financial officer's role is to scan financial, political, economic, and social horizons and advise the Chancellor and College Presidents of emerging situations with the potential to affect the District's financial condition.

Within the District's internal environment, the function of the chief financial officer is one of support and service. This is consistent with the trend toward maximum decentralization of decision making authority and responsibility to the colleges of this District. This position provides timely and accurate reports to District groups, develops accurate financial projections needed for future decision making, and communicates financial updates in a timely manner to employees at each college. The Chancellor and/or the chief financial officer meet with the District Governance Council acting as the Budget Committee.

Ongoing communications between colleges and the District Office is essential in maintaining a viable budgeting system. Recommendations on resource allocation guidelines and procedures are encouraged from employee groups, and information relative to finance procedures and estimates is reviewed with them. Full and open disclosure is essential to the District's budget process. Although California Community College finance is complicated, real understanding of the facts and inter-relationships involved in budget decisions is necessary for successful implementation of the budget allocation system.

The budgeting process includes both long-range and short-term planning and provides a linkage to the District's program planning and review efforts and accreditation. The District annually reviews budget decisions in terms of the multi-year budget consequences. Short-term planning is reflected in the annual budget. Fundamental to both long-range and short-range planning is extensive information on all significant phases of operations and costs. The data provide management information to achieve more effective utilization of personnel and financial resources.

UNRESTRICTED GENERAL FUND

All funds discussed in this section are accounted for in the District's Unrestricted General Fund (Fund 11).

BUDGET DEVELOPMENT

Beginning Balance

A fund's current year beginning balance is defined as the ending fund balance from the prior year. The balance for the Unrestricted General Fund is delineated into the following three categories:

1. Board designated reserves, including a 5% General Fund Reserve per Board Policy 5033, 5% Contingency Reserve and Reserve for Encumbrances for all locations.
2. College and District Office discretionary reserves, which are unspent allocations from the prior year. The amount is calculated as the college's prior year beginning balance plus prior year actual revenue less prior year actual operating expenditures (see Reserves and Deficits, page 8, for more information).
3. **Unreserved/undesignated** fund balance.

Adjustments to Beginning Balance: Adjustments to the current year's beginning balance may occur throughout the budget cycle as the result of the prior year's closing activities. These may include, but are not limited to: audit adjustments, grant disallowances, bad debt write offs, and accounts receivable and liability liquidations. Any increase or decrease in the beginning balance occurring after budget adoption will be identified by source and the adjustment will be applied to the appropriate reserve category listed above.

Enrollment Projections

The initial step in budget development is the projection of **resident and non-resident** full time equivalent student (FTES) enrollment. These projections are based on an analysis of enrollment history, plans to expand programs, etc. The College Presidents provide information, oversight, and review of this process. Productivity ratios and class size goals are cornerstones to this segment of the budgeting system. The budget calendar and steps are detailed in Business Procedure 18.06.

NOTE: For the district apportionment purposes outlined below, FTES refers to resident FTES only unless otherwise stated. Non-resident tuition is considered local revenue and each college is responsible for achieving its non-resident FTES target.

FTES growth targets will be based on the ratio of base college-funded FTES to total District-funded FTES that each college is charged to maintain. In the event that there is state funding for FTES growth and any college does not reach its growth target, the FTES will be prorated between the remaining colleges based on a revised ratio of funded FTES from the still eligible colleges. If there are to be other considerations for determining FTES growth targets, those will be established by the Chancellor in consultation with the Cabinet.

The colleges' apportionment revenue allocations will be determined by FTES enrollment targets that have been approved by the Chancellor's Cabinet and is the basis for allocation of apportionment revenues to the colleges.

If a college does not meet its FTES target, its allocation will be reduced in accordance with the SB 361 allocation model that allocates revenues as earned on a FTES basis.

In a year with no funded growth, if a college exceeds its FTES enrollment target, it will assume responsibility for absorbing any additional expense incurred without receiving an additional revenue allocation.

If for some other reasons at the end of the fiscal year the district as a whole does not meet its maximum funded FTES base, a strategy will be established by the Chancellor in consultation with the Chancellor's Cabinet.

Revenue Projections based on Enrollment

The next step is the computation of projected income by the chief financial officer. This is primarily the conversion of projected enrollments to dollar amounts derived from the State (the District's base revenue plus cost of living adjustments plus growth) and estimates of other revenue sources based on past experience and/or anticipated changes.

Separate projections are made for restricted funds (which must be used for specific purposes) and the unrestricted or operating fund. Major emphasis is on the operating fund. Income projections rely upon many assumptions about the future which guide the estimates of future income for the district. The possibility of changing economic and political conditions and the necessary tentativeness of the income total must be accepted and understood. Projected income should not be viewed as an absolute.

An important function of income analysis is to provide a reasonable estimate of the change in income for the budget year compared to the current year. From this difference, any new programs or improvements in programs may be funded in addition, of course, to the necessity of funding incremental and inflationary increases in existing programs. If the forecast is for diminished income, the task is to identify areas to obtain program reductions.

Allocation of Projected Revenue

The District utilizes the SB 361 funding formula to distribute state general apportionment revenue to the colleges. This combination of state general fund revenue, local property tax and enrollment fee revenue make up the majority of district revenue used to fund general operating costs. Each college receives a basic allocation based upon college size and funding for credit FTES, non credit FTES, enhanced noncredit FTES using state funded rates. Apportionment revenue is passed on to the colleges in the same manner as it is received from the state. Colleges are assessed for costs associated with providing centralized services through the District Office, Districtwide services and to fund regulatory costs.

1. Allocation of Apportionment Revenue to Colleges

The base revenues for each college shall be the sum of the following allocations:

- a. **Annual Basic Allocation:** Each college shall receive an annual basic allocation as prescribed by the SB361 funding formula. The annual basic allocation may be adjusted each year by a State-funded cost of living adjustment (COLA).
- b. **FTES Base Revenue:** Each college shall receive base revenues for credit, non-credit and Career Development and College Preparation (CDCP) non-credit FTES equal to the state-prescribed base rates multiplied by its number of funded base FTES in each category. These allocations may be adjusted each year by the State.

These annual allocation amounts for the current year are provided in the State Chancellor's Office First Principal Apportionment Report, Schedule C. To project basic allocation revenue for the new budget year during the budget development process, these amounts are adjusted for funding changes anticipated for the new budget year, including any State-funded cost of living adjustment (COLA).

COLA shall be distributed to colleges as specified in the State Apportionment Notice. The State COLA will also be incorporated into the budgets for the District Office, and Districtwide services. COLA will not be applied to regulatory costs as any increases for these required expenses will be distributed through the college assessments.

2. Allocation of Growth Revenue to Colleges

Growth Funding: When growth is funded in the final State budget signed by the Governor, growth will be funded prospectively by the District. Subject to district growth cap and other funding limitations, growth dollars will be advanced to the colleges based on the Chancellor's Cabinet approved annual FTES targets.

Retrospectively, the colleges will be funded for actual growth achieved, subject to the scenarios outlined below, not to exceed the District funded growth cap:

- a. **All three colleges meet or exceed FTES targets:** All colleges will be funded up to target subject to growth funding limitations imposed through the state funding formula (funded growth).
- b. **One college meets or exceeds FTES growth target and other two do not:** The two colleges not meeting their targets will be paid for actual growth achieved. The unrealized growth from these two colleges will be distributed to the college exceeding its target up to the college's actual growth not to exceed the District funded growth cap.
- c. **Two colleges meet or exceed growth targets and one does not:** The college not meeting its target will be paid for actual growth achieved. The unrealized growth from this college will be distributed on a pro rata basis between the two colleges exceeding their growth targets not to exceed the District funded growth cap. Each college will receive its share of the unrealized growth in the same proportion that their actual growth is to the two colleges' total actual growth. For example, assume that unrealized growth for distribution is 100, College A has actual growth of 400 and College B of 200. College A would receive 67% (400/600) or 67 of the distribution and College B would receive 33% (200/600) or 33.

In all cases, when District FTES growth is below the state prescribed growth cap (FTES growth for which the district will be paid), actual growth, if any, will be funded where earned.

Enrollment Decline: If a college experiences enrollment decline below its funded targeted FTES, its budget shall be reduced by its amount of advanced growth funds in the year of the decline based on the Second Period CCFS 320 Report with final adjustment subsequent to filing of Annual CCFS 320 Report in July or as amended in October following fiscal year end. In addition, its state general revenue base will be adjusted according to the state allocation model if actual FTES falls below the funded base.

3. Apportionment Revenue Adjustments

As indicated above, there is a First Period recalculation of apportionment revenue. Any increase or decrease to prior year revenues is treated as an addition or reduction to the colleges' current budget year.

If apportionment revenue is reduced from the prior year base for any of the following reasons

- prospective revenue reduction anticipated in budget development;
- mid-year deficit resulting from insufficient tax revenues or enrollment fees; or
- as a result of end of year adjustments

the District Office and Districtwide services assessments will be adjusted downward, rounded to the nearest whole number, in the same proportion as the reduction is to the District's total revenue from all sources. Regulatory costs are not included in the calculation of this adjustment due to the nature of these financial obligations. If "other state revenue" is reduced, this adjustment does not apply since the magnitude of total revenue from these sources makes any impact immaterial. If "local revenue" is reduced, this adjustment does not apply since colleges have control and benefit from these sources.

If apportionment revenue is increased, the District Office, Districtwide services, and regulatory assessments, which are based on costs, do not share in the additional revenue.

4. Strategic Shift of Summer FTES

There may be times where it is in the best financial interest of the District to shift summer FTES between fiscal years. When this occurs, the first goal will be to shift FTES from all three colleges in the same proportions as the total funded FTES for each of the three colleges. If this is not possible, then care needs to be exercised to ensure that any such shift not create a manufactured disadvantage to any of the colleges. If a manufactured disadvantage is apparent, then steps to mitigate this occurrence will be developed.

Restoring "borrowed" FTES should occur on the same basis as it was drawn down up to the levels of FTES borrowed. If it cannot be restored in that fashion, care should be taken to evaluate if a disadvantage is created for any college.

Borrowing of summer FTES is not a college-level decision, but rather a District-level determination that is made in consultation and concurrence with the Chancellor's Cabinet. It is not a mechanism available to individual colleges to sustain their internal FTES levels. Attempting to do so would raise the level of complexity on an already complex matter to a level that could be impossible to manage and prove detrimental to the District as a whole.

5. Allocation of Other Revenue Sources to Colleges

This category includes the following:

- Unrestricted Portion of Lottery** -- Projected revenue shall be distributed to colleges based on a per-FTES basis as received by the District.
- Apprenticeship** -- Revenue shall be distributed to colleges as earned and certified through hours of instruction.
- Office Hours/Health Insurance for Part Time Faculty** – Pass through of revenue shall be made on a per-FTES basis as allocated through the state funding process.

- d. **Non-resident Tuition** -- Revenue shall be distributed to colleges based on projected tuition earnings and adjusted for actual.
- e. **Enrollment Fee Administrative Allowance** -- Revenue shall be distributed to colleges based on projected enrollment fees and adjusted for actual.
- f. **Part Time Faculty Compensation Funding (parity)** -- Revenue shall be distributed as received and actually expended.
- g. **Other Locally Generated College Revenues** -- Revenue that is directly generated by the colleges shall be distributed to the colleges based on college projections and adjusted for actual.

Additional funding received by the District after the budget is adopted, not directly attributable to an individual college, shall be distributed through the allocation model as delineated in the revenue parameters above.

In the event that actual revenues are less than the amounts projected and allocated to colleges for the fiscal year, the college budgets will be recalculated and adjusted accordingly.

Assessments to Colleges for District Services

Each college will be assessed for District Office, Districtwide services and regulatory costs based on FTES (including resident and non-resident FTES).

1. **District Office operations:** Costs incurred for the operation of centralized services provided by District Office staff including the Chancellor and Governing Board, planning and research, finance, purchasing, payroll, accounting and certain human resources functions. Staff involved in providing these services are located at the District Office site in Martinez.
2. **Districtwide services:** Costs to support those District functions which are most effectively managed on a centralized basis, including utilities, police services, information technology, human resources, facility planning services, marketing, international education, certain finance and accounting functions, and internal auditing.
3. **Regulatory costs:** Costs associated with mandated or statutory requirements that are of a non-discretionary nature, such as retiree health benefits, property and liability insurance, the district's annual independent audit, etc.

As an integral part of the budget development process, these three areas of assessment will be reviewed and evaluated regularly. Any change in future **assessments** beyond the application of the state prescribed COLA will be evaluated by Chancellor's Cabinet in the spring of each year.

Other Centralized Programs

In addition to the centralized services outlined in the assessment section immediately above, certain programs will continue to be administered on a centralized basis and will be funded through a per-FTES assessment. These programs include:

1. locally funded staff development;
2. faculty sabbatical leaves;
3. classified and faculty senate expenses, including release time, per Business Procedures 18.04 and Human Resources Procedure 2090.07;
4. United Faculty release time (2.0 FTE) per United Faculty Contract, Article 3;
5. Local One release time (1.0 FTE) per Local One Contract, Article 7.7.3;
6. Classified Employees Enhancement Program per Local One Contract;
7. the portion of international education that is non-college specific, and
8. State Unemployment Insurance experience charges.

Expenditure Budgets

Colleges

Subsequent to allocation of revenue, each college develops its budget plan. The location budget plans are then consolidated into the total District budget for Board approval. Thus, budgets submitted to the District do not encounter the typical cutting procedures because they are in balance when submitted. The allocations are stretched to meet as many needs as possible in a process involving participation of faculty and other college staff to ensure (1) the resource requirements for educational and support programs are considered, and (2) priorities are developed.

Colleges are responsible for funding the following programs as part of their budget plans:

1. locally funded transfer centers;
2. management sabbaticals;
3. part time faculty office hours;
4. part time faculty health insurance benefit;
5. department chair reassigned time;
6. faculty substitutes;
7. intercollegiate athletics staffing;
8. vacation pay offs.

Each college is independently responsible for developing an expenditure budget that utilizes the level of funding outlined in the revenue sections above. While budgeting decisions are at the

discretion of the college, decision making must be mindful of the following budgetary constraints:

1. Allocating resources to achieve the funded level of FTES is a primary objective for all colleges;
2. Requirements of the collective bargaining contracts apply to college level decisions;
3. The State required full-time Faculty Obligation Number (FON) must be maintained. Due to funding implications, care must be exercised to maintain equitable full-time/part-time balance at each college. Full-time faculty numbers, ratios and staffing plans will be monitored on a Districtwide basis;
4. In making expenditure decisions, the impact upon the 50% law calculation must be considered and budgeted appropriately;
5. Care should be exercised in maintaining the public investment in the physical plant, facilities and grounds of the campuses;
6. In order to promote similar levels of support services at each of the colleges, appropriate levels of classified and management staffing need to be maintained.

District Office

Development of annual expenditure budgets for the District Office, Districtwide services and regulatory costs are the responsibility of the District Office. Based on projected levels of expenditure for the current fiscal year and taking into account unusual or one-time anomalies, the District Office is responsible for utilizing its assessments to provide centralized services to the colleges that are efficient, cost effective, and responsive to campus needs. The state COLA will be incorporated into the development of the new year budget; however, any change beyond this level of funding will require approval by the Chancellor's Cabinet.

Long Term Plans

Colleges

Each of the colleges shall maintain a long-term plan for facilities and programs. The Chancellor, in consultation with the Presidents, will evaluate additional funding that may accrue to the colleges beyond what the model provides. The source of this funding will also have to be identified.

District Office

The District Office and Districtwide services also may require additional funding to implement new initiatives in support of the colleges. The Chancellor will evaluate requests for such funds on a case-by-case basis. The source of this funding will also have to be identified.

Reserves and Deficits

In the SB 361 model, the colleges have greater autonomy but also greater responsibility and

accountability. Colleges and the District Office will be required to maintain a minimum-level contingency reserve of 1% of its ongoing operating expenditure budget.

In order to maintain this level of budget reserve, each college and the District Office will be allowed to retain its current year beginning balance (see Beginning Balance, pages 1-2 above for more detail). The combination of the beginning balance and the current year budgeted revenue represents the total resources available. In using these resources to develop the operating expenditure budget, a minimum of 1% of this ongoing operating expenditure budget must be set aside as a contingency reserve. If unspent by year end, this reserve falls into the year-end balance and is included in the beginning balance for the following year.

Reserves may be accrued up to 5% of college or District Office operating expenditures. Any reserves over 5% at a single location will require a plan or explanation of the need to exceed 5%. Should reserves exceed 7%, the amount in excess of 7% will be divided with 60% retained by the location and 40% redirected to Districtwide reserves.

If a deficit is incurred by a college or the District Office for any given year, the following sequential steps will be implemented:

Step 1 – College/District Office reserves shall be used to cover any deficit generated by that location.

Step 2 - If the college/District Office does not have sufficient reserves to cover the deficit, then the college/District Office shall pay back any shortfall over three years starting the second year immediately following the deficit year. To the degree District-level reserves are insufficient to cover this, an additional per FTES assessment may be necessary.

Step 3 - There may be circumstances for which a college or the District Office will find itself in a significantly weakened financial position, making full repayment of one or more of the three scheduled payments extremely difficult. The District Chancellor, along with the chief financial officer and college Presidents, may consider an application for hardship whereby one or more payments are forgiven. When this occurs, the shortfall would come from Districtwide reserves. The draw down against the Districtwide reserves may require higher assessments in subsequent years against all of the colleges on a per FTES basis to replenish the Districtwide reserves.

Districtwide reserves represent minimum reserve levels established by the Governing Board per Board Policy 5033, budget guidelines and budget planning parameters.

BUDGET CONTROL AND ADMINISTRATION

Budget Control

Budget control is an instrument for planning because a budget prescribes resources to carry out those plans. This makes it possible to set priorities and maintain control over resources to achieve those priorities. A budget must balance, that is, revenues and other sources equal total expenditures and allocations.

The College Business Officer at each location is responsible for accurate projections which are vital

to budget control. The chief financial officer is responsible for Districtwide oversight and compliance. During the course of the fiscal year, the chief financial officer must analyze revenue projections. If updated revenue projections are less than budgeted amounts, recommendations must be developed for resolving the imbalance.

The principal revenue is based upon enrollment and FTES data. Actual summer school and fall semester FTES estimates (based on census) will be available by November 1. At this point, the Chancellor and College Presidents will be advised whether or not actual enrollment varies from that previously estimated.

In mid-January, the above process will be repeated based on First Period Attendance Reports which are due January 15.

Another check point will occur about April 15 when first census week spring semester enrollments are available. State apportionment income for the year will not become firm until the Second Period Apportionment notice is received from the State about June 20.

Budget Administration

To preclude disruptive mid-year reactions to errors in original projections, minimum reserves of one percent of the operating fund expenditure budget for each college are required (see Reserves and Deficits section above). There is also a reserve or contingency available to the Board to meet unanticipated needs or emergency situations.

Once the funds are allocated to a college, that college administers its expenditure budget for the year and is held responsible for so doing in accordance with Business Procedure 3.17, which is consistent with the allocation process. The allocation system at the college level fixes the budget responsibility at the organizational unit level (division chairperson, administrator, office supervisor, etc.).

Flexibility in making budget transfers within available budget balances is permissible as delineated in Business Procedures 3.17 and 3.22 and Board Policy 5031. Overspending is not permitted. All financial transactions, including certain budget transfers, require Board approval, either by ratification or approval in advance for larger items.

Budget Reports

An account balance report and a detailed expenditures report are available to all organizational units. Reports are available also at summary levels for use by the College Presidents. Finance system information is also available on-line for immediate inquiry as to budget account status and expenditure transactions detail.

This system ensures a non-deficit financial operation by establishing a reserve and allocating available money only. Budget balancing and constant monitoring at various levels throughout the year provide proper protection.

RESTRICTED GENERAL FUND

All funds discussed in this section are accounted for in the District's Restricted General Fund (Fund12).

BUDGET DEVELOPMENT AND CONTROL

In addition to the general principles and practices of budgeting outlined above, categorical funds require specialized budget development and control. These funds originate from a variety of state, federal and private sources. They are allocated to the district and/or the colleges with a wide range of specific requirements and restrictions for program operations and budgeting, periods of expenditure, periodic reporting requirements and financial/program auditing. Depending on the source of the allocation or grant, the budget year may coincide with the district's fiscal year, or it may require accounting for revenue and expenditures in a different fiscal year period (e.g. federal grants typically use an October 1 to September 30 fiscal year). In some cases, allocations and grants may extend to multiple years and require special oversight. Because these requirements and restrictions are different for each allocation or grant, budget development for these funds is necessarily done on an individualized basis.

College Specific Allocations and Grants

In cases in which the funds come to the district as a specific college allocation or grant, that college will receive the funds directly and will assume responsibility for:

1. planning the program and developing a budget that meets the requirements of the grantor;
2. managing the program and associated budget for the lifetime of the allocation or grant;
3. identifying and working with the District Office to resolve any issue that might otherwise result in disallowed or questioned costs;
4. preparing accurate interim and final program and financial reports and submitting them to the grantor in a timely manner, as required; and
5. providing staff services to auditors for program and/or financial audits, as required.

In these cases, the District Office oversees and monitors this process and assumes responsibility for:

1. reviewing and certifying program plans and associated budgets prior to submission to the grantor for compatibility with district rules of operation; standards for purchasing; policies and practices for the hiring, compensation and evaluation of grant funded positions;
2. ensuring ongoing compliance of all program and budget requirements during the life of the allocation or grant;
3. identifying and working with the college to resolve any issue that might otherwise result in disallowed or questioned costs, and
4. reviewing and certifying interim and final program and financial reports prior to submission to the grantor.

Non-College Specific Allocations and Grants

When funding is not college specific, allocation to the colleges will be in the same manner as provided to the District by the grantor, unless there are compelling educational reasons to do otherwise. Certain state allocations, such as EOPS, DSP&S, and Matriculation, have restricted expenditure requirements that determine allocations to colleges. Federal, state, or private grants will be allocated and administered per the grant agreement.

In cases in which non-college specific funding is allocated to the colleges for management, the colleges and the District Office assume responsibilities as outlined in the College Specific section above.

In cases in which funding remains at the District level, the District Office assumes full responsibility for management of the funds as outlined in the College Specific section above.

ACADEMIC AND CLASSIFIED SENATE BUDGET GUIDELINES

These guidelines provide for the allocation of funding for the operations of the Academic and Classified Senates at Contra Costa College, Diablo Valley College, Los Medanos College, and the District Office. The College President or Chancellor, or his or her designee, will authorize any expenditures.

ACADEMIC SENATE

- 1. The Academic Senates will be provided a discretionary allocation of ~~\$60,000~~ \$100,000 to be allocated between the ~~colleges campuses~~ as follows: noted below.
 - a. Each ~~college campus~~ will receive a base allocation of ~~\$40,000~~ \$15,000.
 - b. The ~~remaining funds sum of \$30,000~~ will be allocated to each ~~college campus~~ based on proportionate ~~prior year full-time equivalent students (FTES). FTE regular and contract faculty.~~
- 2. The District will provide funds in the budget for the following items. The Academic Senate will provide the services and be responsible for compensation as noted from the discretionary allocation:
 - a. ~~m~~Membership fees for the State Academic Senate;
 - b. ~~A fixed monthly honorarium of \$426.25 for each Honorariums compensation, other than the reassigned time found in Human Resources Procedure 2090.07, for the Senate President, s including annual increases based on faculty salary schedule general increases;~~
 - c. compensation for staffing college curriculum committees; and
 - d. other Academic Senate activities.
- 3. ~~Reassigning Released~~ time for ~~the the~~ Senates will be provided as established in ~~Curriculum and Instruction Procedure 2907 Human Resources Procedure 2090.07.~~ The hourly teaching salary budget of each campus will include replacement costs based on the current "C" contract average hourly rate and ~~525-540~~ hours per FTE.
- 4. Monthly classified positions for the Senates may be established following ~~college campus~~ procedures and must be within the ~~per ADA allocation provided for classified staff~~ classified allocation formula.

~~5. The remaining balances at year-end in accounts funded from the discretionary allocation of \$60,000 will not be carried over to the following fiscal year unless already encumbered, by college, in a Faculty Senate contingency account which may be transferred to expenditure accounts, as needed, during the year. Overexpenditures will be treated as a reduction in the annual allocation in the subsequent year.~~

5.

Formatted: Font: (Default) Arial

Formatted: Quick 1., Indent: Left: 0", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 5 + Alignment: Left + Aligned at: 0" + Indent at: 0"

Formatted: Font: (Default) Arial, 10 pt

Formatted: Font: 12 pt

Formatted: Font: Bold

Formatted: Font: (Default) Arial, Bold

Formatted: Indent: Left: 0", First line: 0"

Formatted: Font: 6 pt

Historical Annotation:
11/19/90; Rev. 7/21/99

Related Procedures:
Human Resources Procedure 2090.07
Governing Board Policy 1003

CLASSIFIED SENATE

6. The Classified Senate will be provided a discretionary allocation of \$50,000 to be allocated as noted below for college and Districtwide activities through the Classified Senate Coordinating Council (CSCC).

Contra Costa College	\$ 9,000
Diablo Valley College	\$18,000
Los Medanos College	\$ 9,000
District Office	\$ 6,000
CSCC President Location Districtwide	\$ 8,000

7. The Classified Senate will provide the services and be responsible for compensation as noted from the discretionary allocation:

- a. membership fees for any State Classified Senate;
- b. substitute and/or overtime pay for staffing college and District governance committees; and
- c. other college and District Classified Senate activities.

8. The remaining balances at year-end in accounts funded from the discretionary allocation will not be carried over to the following fiscal year unless already encumbered. Overexpenditures will be treated as a reduction in the annual allocation in the subsequent year.

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial, 10 pt

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial, 10 pt

Formatted: Quick 1.

Formatted: Font: (Default) Arial

Formatted: Quick 1., Tab stops: 0.81", Left + 2.63", Left + 3.13", Right

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial, 10 pt

Formatted: Quick 1., Indent: Left: 0", First line: 0", Tab stops: 0.81", Left + 2.63", Left

Formatted: Indent: Left: 0", First line: 0"

Formatted: Font: (Default) Arial

Formatted: Indent: Left: 0", First line: 0"

Formatted: Indent: Left: 0", First line: 0"

HIRING OF CONTRACT ADMINISTRATORS

1. HIRING PROCESS FOR CONTRACT ADMINISTRATORS

The following sections were moved from Board Report No. 22-A, September 29, 1999

The **selection** hiring of contract administrators is one of the most important functions of an educational institution. The process shall be pursued with clearly defined procedures that ensure the selection of successful, capable, and effective contract administrators who contribute to the institution as a whole **and fulfill the responsibilities included in the job description.**

The hiring process must facilitate the selection of contract administrators who **possess the following characteristics:**

1. **have** demonstrated leadership qualities and **who possess** expertise in their area of responsibility;
2. **have a** demonstrated commitment to shared governance;
3. **are sensitive** sensitivity to diversity within the District; **and**
4. **are well prepared** **preparation** by training and temperament to respond effectively to educational needs of the populations served **by the District.**

The hiring process will reflect staff participation and input. Recognizing that the responsibility for selecting well-qualified contract administrators is shared cooperatively, the administration, faculty and staff will participate effectively and appropriately in the hiring process.

Screening and Interview Committee

1. The Screening and Interview Committee for the position of Chancellor shall be comprised of the following:
 - 1 representative selected by Management Council
 - 1 representative selected by United Faculty
 - 3 representatives selected by the respective Academic Senates
 - 1 representative selected by Local One
 - 2 representative selected by the Classified Senate Coordinating Council
 - 1 representative selected by the Confidential Employees Group
 - 1 representative selected by the Associated Student Body Presidents
 - 8 appointments by the Governing Board to include one Vice Chancellor, two College Presidents, and five community representatives
 - 1 non-voting representative selected by the **District Affirmative Action Advisory Committee** **Equal Employment Opportunity District Advisory Committee (EEODAC)**

The Chair of the Screening and Interview Committee for the Chancellor shall be appointed by the Governing Board.

2. The Screening and Interview Committee for the position of President shall be comprised of the following members from the college undergoing the search:

- 2 representative selected by Management group at that college
- 1 representative selected by United Faculty at that college
- 3 representatives selected by the Academic Senate at that college
- 1 representative selected by Local One at that college
- 2 representative selected by the Classified Senate at that college
- 1 representative selected by the Associated Student Body President
- 2 community representatives selected by the Governing Board
- 2 management representatives, including a sister college president appointed by the Chancellor
- 1 representative selected by the College ~~Affirmative Action Advisory Equal Employment Opportunity Advisory~~ Committee
(non-voting unless one of the appointees above is appointed)

The Chair of the Screening and Interview Committee for President shall be elected by the committee.

3. The Screening and Interview Committee for the position of ~~Vice Chancellor Contract Administrators Other Than Chancellor/President~~ shall be comprised of the following:

- 1 representative selected by Management Council
- 1 representative selected by United Faculty
- 3 representatives selected by the respective Academic Senates
- 1 representative selected by Local One
- 2 representative selected by the Classified Senate Coordinating Council
- 1 representative selected by the Confidential Employees Group
- 1 representative selected by the Associated Student Body Presidents
- 1 community representative selected by the Governing Board
- 5 appointments by the Chancellor to include one Vice Chancellor, four management representatives one from the District Office and one from each college
- 1 representative selected by the ~~District Affirmative Action Advisory Equal Employment Opportunity District Advisory~~ Committee
(non-voting unless one of the appointees above is appointed);

The Chair of the Screening and Interview Committee for ~~Vice Chancellor Contract Administrators Other Than Chancellor/President~~ shall be elected by the committee.

THE FOLLOWING TEXT WAS MOVED FROM BOARD REPORT NO. 22-A, SEPTEMBER 29, 1999

~~Addendum to the Uniform Employment Selection Guide~~
PROCEDURE FOR HIRING OF THE CHANCELLOR, VICE CHANCELLORS AND PRESIDENTS CONTRACT ADMINISTRATORS

This procedure shall apply to the selection of contract administrators within the Contra Costa Community College District. A contract administrator is defined as a position at the level of Chancellor, Vice Chancellor, or President, or other administrators under contract.

The following strikeout section was moved to proposed new BP2057, Hiring of Contract Administrators

~~The selection of contract administrators is one of the most important functions of an educational institution, to be pursued with clearly defined procedures that will ensure the selection of successful, capable, effective contract administrators who contribute to the institution as a whole.~~

~~The hiring process must facilitate the selection of contract administrators who:~~

- ~~1. _____ have demonstrated leadership qualities and who possess expertise in their area of responsibility;~~
- ~~2. _____ have a demonstrated commitment to shared governance;~~
- ~~3. _____ are sensitive to diversity within the District; and~~
- ~~4. _____ are well prepared by training and temperament to respond effectively to educational needs of the populations served.~~

~~The hiring process will reflect staff participation and input. Recognizing that the responsibility for selecting well-qualified contract administrators is shared cooperatively, the administration, faculty and staff will participate effectively and appropriately in the hiring process.~~

ANNOUNCEMENT

The decision to hire a Chancellor or President shall be announced at a regular Governing Board meeting by the Governing Board and for all other contract administrators at the District Governance Council by the Chancellor.

Special requests may be submitted for the recruitment process. Special requests may fall into several categories and require authorization by the Governing Board for a Chancellor or President search and the Chancellor or Associate Vice Chancellor, Chief Human Resources and Organizational Development Officer for the positions of Vice Chancellor. Some examples of special requests include, but are not limited to:

1. Contracting with a search consultant to assist and/or facilitate the process for a comprehensive search or specific parts of a search such as job profile development, recruitment, screening of applicants, the interview process, reference reports and assisting in the coordination of the hiring process.
2. Conducting an in-district search in conjunction with an outside search.

3. Requiring supplemental application materials beyond those specified in this policy.
4. The **Governing** Board and the Chancellor may actively participate in the recruiting process by recruiting candidates for these positions.

DEVELOPMENT OF POSITION PROFILE

The job description profile shall be developed by District Human Resources with appropriate input from the Governing Board, the Chancellor, District and/or College staff. The completed position profile will be forwarded by District Human Resources to the Governing Board for approval.

The profile shall include major duties of the position, minimum qualifications for the position, and desirable qualifications. The qualifications shall include the minimum qualifications for service as required by law and/or such other qualifications as required by the **D**District. The desirable qualifications established for the position should be ones which clearly render the applicant better able to perform the job but ones which are not required for satisfactory performance. Desirable qualifications must be bona fide occupational qualifications that are specific and directly reflective of the screening criteria to be utilized in the selection process.

The following ~~strikeout~~ section was moved to proposed, new BP2057, Hiring of Contract Administrators

SCREENING AND INTERVIEW COMMITTEE

1. ~~The Screening and Interview Committee for the position of Chancellor shall be comprised of the following:~~

- 1 ~~representative selected by Management Council~~
- 1 ~~representative selected by United Faculty~~
- 3 ~~representatives selected by the respective Academic Senates~~
- 1 ~~representative selected by Local One~~
- 2 ~~representative selected by the Classified Senate Coordinating Council~~
- 1 ~~representative selected by the Confidential Employees Group~~
- 1 ~~representative selected by the Associated Student Body Presidents~~
- 8 ~~appointments by the Governing Board to include one Vice Chancellor, two College Presidents, and five community representatives~~
- 1 ~~non-voting representative selected by the District Affirmative Action Advisory Committee~~

~~The Chair of the Screening and Interview Committee for the Chancellor shall be appointed by the Governing Board.~~

2. ~~The Screening and Interview Committee for the position of Vice Chancellor shall be comprised of the following:~~

- 1 ~~representative selected by Management Council~~
- 1 ~~representative selected by United Faculty~~
- 3 ~~representatives selected by the respective Academic Senates~~
- 1 ~~representative selected by Local One~~
- 2 ~~representative selected by the Classified Senate Coordinating Council~~
- 1 ~~representative selected by the Confidential Employees Group~~
- 1 ~~representative selected by the Associated Student Body Presidents~~
- 1 ~~community representative selected by the Governing Board~~

- 5 appointments by the Chancellor to include one Vice Chancellor, four management representatives one from the District Office and one from each college
- 1 representative selected by the District Affirmative Action Advisory Committee (non-voting unless one of the appointees above is appointed);

The Chair of the Screening and Interview Committee for Vice Chancellor shall be elected by the committee.

3. The Screening and Interview Committee for the position of President shall be comprised of the following members from the college undergoing the search:

- 2 representative selected by Management group at that college
- 1 representative selected by United Faculty at that college
- 3 representatives selected by the Academic Senate at that college 1 representative selected by Local One at that college
- 2 representative selected by the Classified Senate at that college
- 1 representative selected by the Associated Student Body President
- 2 community representatives selected by the Governing Board
- 2 management representatives, including a sister college president appointed by the Chancellor
- 1 representative selected by the College Affirmative Action Advisory Committee (non-voting unless one of the appointees above is appointed)

The Chair of the Screening and Interview Committee for President shall be elected by the committee.

SCREENING AND INTERVIEW COMMITTEE RESPONSIBILITIES

The initial meeting of the Screening and Interview Committee shall be convened by the chair or person designated to convene the first meeting. The decision-making process and the level of agreement required to act, particularly with respect to the selection of final candidates shall be by majority vote although the committee should always work first for consensus without objection. Consensus means two-thirds of the group supports, agrees to, or can live with, a particular decision because it was reached fairly and openly. Majority vote means fifty (50) percent plus one (1).

The Screening and Interview Committee shall evaluate candidates against the advertised job announcement. Committee tasks include the following:

1. Paper screening using established rating criteria
2. Developing interview questions and selection of interview rating sheet
3. Developing any additional evaluative requirements for prospective applicants.

All committee tasks specified above shall be approved by the Associate Vice Chancellor, Chief of Human Resources and Organizational Development Officer or designee prior to consideration of applicant materials by the committee.

All committee members are required to participate in and agree to all aspects of the process, including, but not limited to, the following:

1. Maintaining confidentiality and upholding the principles of ethical hiring practices;
2. Training in the policies and procedures governing hiring and affirmative action; equal employment opportunity

3. ~~D~~developing the rating criteria;
4. ~~D~~developing protocol for performance tests;
5. ~~E~~evaluating and rating of candidates;
6. ~~I~~nterviewing candidates; and
7. ~~S~~electing final candidates.

By agreeing to serve, committee members are making an oral contract to maintain strict confidentiality throughout the entire hiring process. A committee member who fails to participate or compromises any aspect of the process may, at the discretion of the Chair in consultation with the ~~Associate~~ Vice Chancellor, ~~Chief of Human Resources and Organizational Development Officer~~, be removed from the committee.

SCREENING AND INTERVIEW COMMITTEE CHAIR RESPONSIBILITIES

The Screening and Interview Committee Chair or designee shall be responsible for the following:

1. ~~C~~ompliance with District policies and procedures in conjunction with the hiring Process;
2. ~~D~~developing and obtaining Vice Chancellor approval of committee meeting schedules;
3. ~~C~~onvening and conducting committee meetings;
4. ~~A~~ccommodating where possible the special and unique needs and time constraints of community and student members in the planning of committee meetings;
5. ~~E~~stablishing time lines for screening, interviewing and coordination of candidate interviews;
6. ~~C~~ommunicating with applicants as needed;
7. ~~M~~aintaining the committee records; and
8. ~~O~~ther duties as determined by the Vice Chancellor, ~~Chief of Human Resources and Organizational Development Officer~~.

The Chair may be removed for nonperformance of duties specified in this section by mutual agreement of the Chancellor and a majority of committee members.

~~AFFIRMATIVE ACTION RESPONSIBILITIES EQUAL EMPLOYMENT OPPORTUNITY~~

The Screening and Interview Committee ~~Affirmative Action–EEO~~ Representative shall ensure that no candidate is discriminated against or given preference on the basis of age, ancestry, color, disability, gender, marital status, national origin, parental status, religion, sexual orientation or veteran status.

The ~~Affirmative Action–EEO~~ Representative shall serve as committee liaison to the appropriate Affirmative Action Officer with responsibility for reporting noncompliance (i.e. discrimination and or/preference). Any allegation of noncompliance shall be made in writing stating the specific nature of the noncompliance.

The ~~Affirmative Action–EEO~~ Officer or designee shall review the composition of the Screening and Interview Committee to ensure that the committee composition is representative. Such review and any requirement to modify or reconstitute the committee shall take into account the availability of appropriate representatives.

Applicant pool diversity checks will be conducted by the appropriate ~~Affirmative Action–EEO~~ Officer or designee during designated steps of the selection process.

PAPER SCREENING

1. Screening for Minimum Qualifications

The Associate Vice Chancellor, Chief Human Resources and Organizational Development Officer or designee will examine the application materials of each candidate for completeness and compliance with the minimum qualifications as set forth in the job description.

2. Screening for Desirable Qualifications

The Chancellor may choose to utilize the services of a search consultant to assist the Screening and Interview Committee by partially screening down the applicant pool of the most qualified candidates. The Screening and Interview Committee Chair and at least one representative of the committee shall review the recommendations of the Search Consultant and be authorized to restore any candidate to the pool to be reviewed by the Screening and Interview Committee.

After completion of the initial paper screening, the candidates remaining in the applicant pool shall be independently rated by each member of the Screening and Interview Committee. The committee will then meet to discuss the ratings and evaluate the merits of the candidates to determine if there is an adequate pool of qualified candidates to continue the selection process. If the pool is deemed adequate by consensus of the committee, the committee shall proceed with the selection of candidates for interview. If the pool is deemed inadequate by consensus of the committee, the Governing Board or the Chancellor will decide on the next action to be taken.

INTERVIEW AND PERFORMANCE TESTS

Once the candidates to be interviewed have been identified the Committee Chair or designee shall establish an interview schedule and arrange with District Human Resources for notification of each candidate to be interviewed. Each candidate will receive a confirmation letter with details on interview procedures and a package of appropriate District and/or College documents and materials. Those candidates not selected for an interview will be notified by District Human Resources.

The circumstances of each interview and performance test, if conducted, shall be the same for each candidate. During and/or at the conclusion of each interview and performance test, each committee member shall independently complete the appropriate rating sheet and assign the candidate an overall rating. Committee members shall avoid any discussion of ratings, rankings, or recommendations of the candidates until all interviews and performance tests have been completed, independent ratings have been completed by each committee member; and each committee member has independently determined the candidates he/she would recommend for final consideration.

SELECTION OF FINAL CANDIDATES

The Committee Chair or designee shall summarize the recommendations and lead discussion that shall focus on the strengths and weaknesses of the candidates. After discussion, the committee shall make a determination of the finalists.

The Associate Vice Chancellor Human Resources and Organizational Development or designee shall conduct reference checks of each of the candidates recommended which shall include investigation of professional experience and personal qualities relevant to performance in the position. Preliminary reference checks may be conducted on all candidates prior to the scheduled interviews.

The committee shall submit a list of candidates as appropriate to the Governing Board or to the Chancellor for final consideration. Typically, no fewer than five (5) unranked candidates shall be submitted. In the event there are fewer than five (5) candidates recommended, the Chair will meet with the Governing Board or Chancellor as appropriate to clarify the reasons for the number of candidates. If, after the discussion, the Governing Board or the Chancellor is not satisfied with the committee's recommendation, the Governing Board or Chancellor may direct the committee to reconsider. If after reconsideration, the committee forwards the same recommendation, the following actions may be taken by the Governing Board:

1. Interview just the candidates forwarded by the Screening and Interview Committee;
2. Select additional candidates for further consideration from the list of candidates interviewed by the committee;
3. Request that the committee interview additional candidates not interviewed in the first round; or
Reopen the search.

FINAL INTERVIEW

At the direction of the Chancellor, comprehensive reference checks shall be conducted on all finalists. The Governing Board or the Chancellor as appropriate shall review the recommendations of the Screening and Interview Committee as well as the qualifications and comprehensive reference checks of the finalists.

The Governing Board shall interview candidates for Chancellor. The Chancellor shall interview the finalists for ~~Vice-Chancellor or President~~ or other contract administrators, and may include ~~Other~~ administrators, faculty, staff and community members may be included on an interview team for Chancellor, President, or other contract administrators. ~~on an interview team.~~ After consultation with the interview team, the Chancellor shall recommend a final candidate to the Governing Board, who may chose to interview the candidate, and communicate that choice to the committee.

At any stage in the process of selecting a finalist, the Governing Board or the Chancellor as appropriate, may require the finalist(s) to undergo an assessment of specific skills and competencies administered by an outside agency or consulting firm.

SITE VISITS

Site visits may be conducted on contract administrator finalists. The Governing Board or the Chancellor as appropriate shall determine the composition of the visiting team. The team may include one or more members of the Screening and Interview Committee and the final interview team. The team will report to the Chancellor or Governing Board as appropriate.

The Chancellor will review the reports of the site visitations and make a recommendation to the Governing Board. If the Governing Board rejects the recommendation, other candidates may be considered or the search reopened.

After a successful site visit, the Governing Board President or designee or the Chancellor shall notify the candidate and confirm the candidate's acceptance of the position subject to Governing Board approval.