

Standard IVB: Board and Administrative Organization

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Overview

As part of the North Orange County Community College District (NOCCCD), Fullerton College recognizes the responsibility of the Board of Trustees (BOT) in setting policy. The district and the college have a clearly delineated organizational model that may be viewed on the functional map and in the organizational chart provided. The President is the Chief Executive Officer for the college and, as such, is responsible for the effective and efficient operation of the institution. (1)

IV.B.1. *The institution has a governing board that is responsible for establishing policies to assure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The governing board adheres to a clearly defined policy for selecting and evaluating the chief administrator for the college or the district/system.*

IV.B.1. a. *The governing board is an independent policy-making body that reflects the public interest in board activities and decisions. Once the board reaches a decision it acts as a whole. It advocates for and defends the institution and protects it from undue influence or pressure.*

Descriptive Summary

The BOT of the NOCCCD consists of seven members elected to four-year terms by the people of North Orange County. Each board member is elected by

voters in the entire district, but must reside in and be registered to vote in one of the four trustee areas. In addition to the elected members, the BOT includes two student trustees elected to one-year terms by their respective college student bodies. (2)

Current board members have a wide variety of experiences in private industry, the public sector, and educational institutions and have been elected to multiple terms, which provides stability to the board.

Self Evaluation

The NOCCCD Board of Trustees participates in open debate on college and district issues and acts in a conscientious manner as members encourage input from constituent groups to inform their decisions. The board is also responsive to public comments, as appropriate, and oftentimes directs staff members to follow up on concerns addressed by the public during the open portion of the meetings.

The majority of decisions made by the Board of Trustees are based on consensus of the group. Most motions are passed with unanimity. The NOCCCD Board of Trustees is harmonious in serving and advancing the mission of the colleges and the district.

Planning

None

1 Fullerton College President's website

2 Board Policies and Procedures website; see BP 2010, 2015, 2100, 2105

IV.B.1. b. *The governing board establishes policies consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them.*

Descriptive Summary

The district's BOT represents the interests of the people of North Orange County by establishing policies that promote the mission of the district to "serve and enrich our communities and inspire life-long learning by providing education that is exemplary, relevant, and accessible." These policies also guide the mission and objectives of the district's two colleges and the School of Continuing Education. All district policies, referred to as Board Policies (BPs), are approved by a majority vote of the BOT.

The Chancellor's Cabinet, a participatory governance body with representatives from all district constituencies, regularly reviews board policies. Members of the BOT, the Chancellor's Cabinet, district employees, students, or a member of the public may initiate new board policies and revisions to existing policy. Recommended changes to BPs are discussed and amended at the Chancellor's Cabinet and then forwarded to the BOT for approval. In addition to BPs, the Chancellor, in collaboration with the Chancellor's Cabinet, develops Administrative Procedures (APs) to guide the implementation of Board Policies. New and updated APs are regularly submitted to the BOT for informational purposes. All BPs and APs are published on the district's website. (3)

The BOT establishes policies that ensure the quality, integrity, and currency of student learning programs and services. All new, modified, and updated academic programs and curricula must be board approved before implementation. Before being presented to the BOT, programs and curricula are thoroughly vetted by the campus curriculum process and reviewed by the District's Curriculum Coordinating Committee. The BOT relies primarily

on the recommendation of the faculty in curriculum matters.

Self Evaluation

The Board of Trustees holds the ultimate authority for all district policies and procedures while recognizing the expertise of faculty, staff, and administrators at the individual colleges and in the district office. The board depends on input from constituent groups and managers when modifying district policies and procedures. By having constituent group leaders as resources at each board meeting, the board members have direct communication with these individuals.

With student trustees participating in all open board meetings, the Board of Trustees also has direct communication with the student bodies on each college campus. Occasionally, students from the college speak at the open comment section of the board meetings and the board demonstrates concern for and interest in the topics the students are addressing.

Planning

None

IV.B.1. c. *The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity.*

All curricula for the college must be approved by the BOT. Each college within the district has a Curriculum Committee chaired by a faculty member. Programs offered at the college are reviewed at least once every six years through the Curriculum Committee. Any new programs or modifications to existing programs are evaluated by the campus Curriculum Committee and then by the District Curriculum Coordinating Committee, which is chaired by the Chancellor. Once the District Curriculum Coordinating Committee approves the curriculum, the BOT evaluates the curriculum and either approves it or sends it back to the college for modification.

In addition to curricula, a district must provide the resources necessary to support its programs. The BOT of the NOCCCD monitors the fiscal health and stability of the District by approving annual budgets, budget transfers, and major expenditures. (4)

Self Evaluation

The Board of Trustees exercises final authority on district policies and contracts, educational quality, and legal and budgetary matters within parameters set by district policy and state statutes.

Planning

None

IV.B.1. d. The institution or the governing board publishes the board bylaws and policies specifying the board's size, duties, responsibilities, structure, and operating procedures.

Descriptive Summary

Board bylaws and policies indicating duties, responsibilities, structure, and operating procedures are contained in district board policies, administrative procedures and the Administrative Guide. These documents may all be accessed on the NOCCCD website or in hard copy at the district office.

Self Evaluation

Board policies are appropriately published and include the board's size, duties, responsibilities, structure and operating procedures.

Planning

None

IV.B.1. e. The governing board acts in a manner consistent with its policies and bylaws. The board regularly evaluates its policies and practices and revises them as necessary.

Descriptive Summary

The Board uses the district's bylaws and policies to guide its functioning and inform its practice as a board. Using the Community College League

4 Board Policies and Procedures website; BP 2200, 4020, 6200

of California (CCLC) Policy and Procedure Service as a starting point, the executive administrative assistant to the chancellor has primary responsibility for coordinating and organizing policies with the chancellor and the board to regularly review and revise policies as necessary. When there is a change in the California Education Code or statute or in federal regulations affecting the district, the relevant policies and procedures are reviewed to ensure compliance.

Self Evaluation

Minutes of board meetings and resolutions passed by the board members indicate that the board's actions are consistent with its policies. Policies and practices are evaluated and revised as necessary.

Planning

None

IV.B.1.f. The governing board has a program for board development and new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.

Descriptive Summary

All new trustees elected to the governing board may elect to receive an orientation packet that includes a variety of materials that will help them become acquainted with the district and the responsibilities of a community college board of trustees. New trustee orientation may also include a review of the district budget with the Vice Chancellor of Finance and Facilities, meetings with key district employees, and tours of district facilities. (5)

Board elections are held every two years, and trustee terms are staggered to ensure continuity of membership. The students of Fullerton College elect a student trustee to the BOT. Board members elected by the public serve four-year terms and student trustees serve one-year terms.

Self Evaluation

The governing board meets the requirements for board development, orientation, staggered

5 Board Policies and Procedures website; AP 2740

terms, and continuity of the board membership. At the July 27, 2010, meeting, the board members participated in a discussion about the processes for board development and orientation. BOT members discussed the training available to them through the district, through conferences, and through written materials, and determined that the processes are adequate.

Planning

None

IV.B.1.g. *The governing board's self-evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies or bylaws.*

Descriptive Summary

The BOT conducts a self-evaluation in April of each odd-numbered year. A board-approved assessment instrument is administered at the first meeting of April of the evaluation year to all BOT members and district staff members who regularly attend board meetings. Results of the assessment are compiled by the Chancellor's office and distributed at the first BOT meeting in May of that year. The assessment results are included as an agenda item for review and appropriate action at the second meeting in May. (6)

Self Evaluation

The NOCCCD Board has clearly defined, implemented, and published policies for self-evaluation of board performance.

Planning

None

IV.B.1.h. *The governing board has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code.*

Descriptive Summary

All board members are expected to maintain the highest standards of conduct and ethical behavior and to adhere to the board's Code of Ethics. The board investigates any charge or complaint of

6 Board Policies and Procedures website; BP/AP 2745

trustee misconduct. A board member may be subject to a resolution of censure, or other board action, should it be determined that trustee misconduct has occurred.

Self Evaluation

The NOCCCD Board maintains high standards of ethical conduct for its members. Members of the Board are responsible to establish and uphold, implement, and enforce all laws and codes applying to the district. (7)

Planning

None

IV.B.1.i. *The governing board is informed about and involved in the accreditation process.*

Descriptive Summary

BOT meetings are held bi-monthly or monthly and are attended by leaders from both colleges and the School of Continuing Education, including the district United Faculty president, the Faculty Senate presidents from the colleges, union representatives, vice presidents and district managers. Accreditation Liaison Officers report to the BOT throughout the year providing updates on the accreditation process and commission standards.

The board received and responded to a presentation about the current Institutional Self Study and the schedule for the entire process in November 2009. On May 11, 2010, Fullerton College presented the first draft of the self-study document to the board members for their comments and insights. The final version of the Institutional Self Study was presented to the BOT and approved on November 9, 2010. Since November 2009, drafts of the self study have been available for review by the college and board members on the college accreditation website. (8) (9)

The board also reviews and acts on all Accreditation Substantive Change requests and midterm reports.

7 Board Policies and Procedures website; BP 2715

8 BOT minutes, May 11, 2010

9 FC Accreditation website

Self Evaluation

A number of board policies include the accreditation standard number and section indicating that the board is fully aware of the standards and how the standards are tied to policy and procedures. The BOT is well informed and involved in all aspects of the accreditation process.

Planning

None

IV.B.1.j. The board has the responsibility for selecting and evaluating the district/system chief administrator (most often known as the chancellor) in a multi-college district/system or the college chief administrator (most often known as the president) in the case of a single college. The governing board delegates full responsibility and authority to him/her to implement and administer board policies without interference and holds him/her accountable for the operation of the district/system or college, respectively. In multi-college district/systems, the governing board establishes a clearly defined policy for selecting and evaluating the presidents of the colleges.

Descriptive Summary

Evaluation of the District Chancellor takes place every year and is based on job description, goals and objectives, as governed by Board Policy 2435. As a part of the evaluation process, the Chancellor and the board mutually agree upon the goals and objectives to be considered for the following year. The board includes in the goals and objectives for the following year those items that appear to merit future evaluation.

At the time of the recruitment and hiring of the current Chancellor, Board Policies 2431 and 7240 were followed. At the March 10, 2009, meeting, the board established a subcommittee to develop a Chancellor Selection procedure (AP 2431). In August 2009, the Board Subcommittee submitted the proposed AP 2431 to the BOT, which recommended modifying the Chancellor Selection procedure. Upon the board's review and discussion, the proposed AP 2431 was referred to the Chancellor for submission

through the Chancellor's Cabinet process. The draft was presented to the Chancellor's Cabinet at its September 14, 2009, meeting, and deliberations continued during the balance of the fall semester. The Chancellor's Cabinet made recommendations to the BOT draft and forwarded their proposed changes to AP 2431 for consideration. The board received the proposed, revised AP for consideration at its February 9, 2009, meeting, along with the respective justifications for revisions and referred it back to the Board Subcommittee.

The BOT delegates to the Chancellor the executive responsibility for administering the policies adopted by the Board and executing all decisions of the Board requiring administrative action. The Chancellor is empowered to reasonably interpret board policy. In situations where there is no board policy direction, the Chancellor shall have the power to act, but such decisions are subject to review by the board.

Self Evaluation

The BOT seriously considers its selection of Chancellor and recognizes its responsibility for selecting and evaluating this individual.

Planning

None

IV.B.2. The president has primary responsibility for the quality of the institution he/she leads. He/she provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

Descriptive Summary

The presidency of Fullerton College has been held by three separate individuals in the last six years. A former president was reassigned to the Vice Chancellor of Instruction position at the district office in October 2009. An interim president led the college from October 2009 to June 2010. A new permanent president was selected and began his tenure at the college in July 2010.

According to the NOCCCD, the Fullerton College President is identified as the chief executive officer.

The President serves as the non-voting chair of the President's Advisory Council (PAC), a representative consultative group that meets regularly to review issues presented by the President and leaders of the various campus constituency groups. (10) (11)

The President also meets weekly with President's Staff and regularly meets with the leadership of the campus constituency groups (Faculty Senate, Classified Senate, and Associated Students) in an effort to communicate better with the campus community. The President communicates with all members of the campus community at the biannual convocation assemblies and throughout the academic year in the President's Weekly publication that is sent to all staff via email. (12)

The President oversees the college budget, making final budget decisions based on input from PAC, the Planning and Budget Steering Committee, and the President's Staff. Through PAC and constituency groups, the President informs the campus about budget issues. (13)

In consultation with the Faculty Senate, the President plays a key role in selecting new faculty and management personnel, conducting final interviews and making final selections for employment.

The President oversees instructional programs, student services, and support services through the unit planning process. Each unit submits an annual plan, and deans work with the department coordinators and faculty to establish unit objectives that support campus goals, which in turn assist in fulfillment of district goals. The divisions and units participate in the program review process in accordance with the Planning and Budget Calendar. (14)

The President provides leadership on the growth and expansion of the college. In order to accommodate the growth in full-time equivalent students (FTES),

10 Fullerton College President's website

11 PAC website

12 President's Weekly website

13 Fullerton College Participatory Governance website

14 2009-2010 Resource Documents for Planning and College Initiatives

a number of construction projects have been started and completed in the last five years, funded primarily through bond measures. While the work is done by others and directly overseen by the Vice President of Educational Support and Planning, the President provides leadership, support, and final decisions for the projects. (15)

Self Evaluation

The campus President has been committed to the shared governance process, ensuring the fiscal stability of the college and meeting the academic and institutional needs of the campus. The President has increased the opportunity for more constituencies to be heard on campus by helping to establish the Classified Senate, which provides representation of staff in the campus shared governance process. The creation of the position of VPSS has provided the President the opportunity to better delegate and provide greater oversight of the daily operations of the campus. It also allows for more input and greater insight for the President's Staff.

The college's success is due in part to its oversight by the President and the willingness on behalf of the campus leadership to acknowledge problems as they arise and search for innovative ways to address them. Fullerton College has a number of older buildings in need of renovation and the need for additional facilities. The President has been overseeing a commitment to the revitalization of the campus infrastructure in an effort to match the vision for the campus' next 100 years. The President has used research data and input from the college community to help ensure institutional effectiveness. The President has also helped foster innovative concepts and programs at the unit level through the Dynamic Fund process. (16)

The President has continued to be a vocal supporter of the college with community and governmental bodies. The President has also been effective communicating this vision to the campus community through various media and at campus

15 Facilities Bond Program website

16 Dynamic Fund website

meetings. The President has worked to establish partnerships with industry and local agencies, including a Memorandum of Understanding with the Fullerton College Foundation, which will help the campus meet its mission of preparing students to be successful learners.

Planning

None

IV.B.2.a. *The President plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size and complexity. He/She delegates authority to administrators .*

Descriptive Summary

According to the organizational makeup of the campus, the President is responsible for all personnel at the college. The President augments, reassigns, reclassifies, or deletes positions as needed to operate the college efficiently. The President delegates authority to the vice presidents and other administrators as deemed necessary. The President meets regularly with managers, faculty members, and staff leadership, making a concerted effort to work within the college's shared governance committees. (17)

Self Evaluation

Since the last accreditation, the President established the position of VPSS, increasing the number of vice presidents to three and providing greater delegation of responsibility. Decisions by the President related to the administrative structure have been consistent with the responsibility of that position.

Planning

None

IV.B.2.b. *The President guides institutional improvement of the teaching and learning environment by the following:*

- *Establish a collegial process that sets values goals and priorities;*
- *Ensure that evaluation and planning rely on high-quality research and analysis on external and internal conditions;*
- *Ensure that educational planning is integrated with resource planning and distribution to achieve student learning outcomes; and*
- *Establish procedures to evaluate overall institutional planning and implementation efforts.*

Descriptive Summary

The President is responsible for providing communication, procedures, and infrastructure for achieving participation from all campus constituencies in the decision-making process appropriate to participatory governance. The President oversees the institutional and strategic planning in all major service areas, guiding the creation of college goals. The President communicates the structure of the development of college goals to PAC, which disseminates the information to the campus via the appropriate representatives.

The President communicates mission, vision, goals, and values of the college through the campus website and the Resource Documents, which are agreed upon by PAC and approved by the President. The Convocation Assemblies held at the beginning of fall and spring semesters provide an opportunity for the President to address the campus community about the college's goals, achievements, instructional data related to college programs and effectiveness, and plans for the coming academic year. In addition, the President releases an annual report to the BOT detailing the college's accomplishments related to the current goals and vision for the next academic year.

Self Evaluation

In 2006, in an effort to align the 2007-2008 campus goals with the District Strategic Plan, the President

17 See Organization of the College and Functional Map

recommended that the college adopt the same goals as the NOCCCD, but create specific campus objectives under each goal. The President delegated vice presidents and deans to work on establishing campus goals to align with district goals. The goals are presented to PAC and are either reviewed and approved or amended by the constitute groups. The goals are then brought back to PAC to be presented to the President. The Chancellor requested the 2006-2007 goals be “retro-fitted” so that they clearly supported corresponding district goals. (18) (19) (20)

The President charged the vice presidents and deans with the establishment of the Planning and Budget Calendar, which includes program review and data collection timelines to assist the campus community in its planning procedures.

The President is provided regular reports on institutional effectiveness analyses, as well as any requested research, from the Director of Institutional Research. The Fullerton College planning timeline is data driven and begins in August with the collection and analysis of the previous year’s data for publication in the Annual Report in November of the same year. The President and vice presidents utilize data when working with enrollment management for the campus. (21)

The President is active in guiding the campus in developing planning processes that are goal-driven and systematic and, through PAC, include engagement from all constituencies on campus. (22)

Planning

None

18 NOCCCD 2006 Strategic Plan
19 2009-2011 Districtwide Strategic Plan Update
20 Fullerton College 2010-2011 Catalog, p. 12
21 FC 2009 Annual Report to the Community
22 PAC website

IV.B.2.c. The President assures the implementations of statutes, regulations, and governing Board policies and assures that instructional practices are consistent with instructional mission and policies.

Descriptive Summary

The President supervises the operation of the college and maintains an executive position at the district. The President also helps guide the campus mission and policies and ensures they are in line with those of the district. The President provides oversight to ensure that practices are consistent with the college’s mission and district policies. (23)

Self Evaluation

The President assures that regulations and policies are followed. The President is part of the Chancellor’s Cabinet and attends BOT meetings. The President also holds weekly meetings with the President’s Staff (which consists of the three vice presidents, the Director of Budget and Finance, and the Public Information Officer) and chairs bimonthly PAC meetings where the President provides updates from the district. The President informs the President’s Staff of issues related to board policies, regulations, and directives from the chancellor. As the college’s executive representative to the district, the President takes responsibility for ensuring the college adheres to board policies and regulations, with delegation to administrators or managers as appropriate.

Planning

None

IV.B.2.d. The President effectively controls budget and expenditures.

Descriptive Summary

The President controls the campus budget and expenditures and supports the processes in place to conduct the college planning and budgeting process. The college planning schedule is established and reaffirmed by the President through PAC. The schedule outlines a timeline for budgetary planning based on the issuance of the state’s budget.

23 See Figure 1, p. 33

The Planning and Budget Steering Committee is a subcommittee of PAC and is charged with advising the committee on the development of budgetary policies, processes and timelines. The Planning and Budget Steering Committee also receives and reviews budget proposals and Dynamic Funding requests annually. The Planning and Budget Steering Committee evaluates these requests, suggests a priority list for these requests, and recommends any budget actions to PAC in order for that body to provide greater direction to the President. The chair of the Planning and Budget Steering Committee provides PAC with formal budget updates at each meeting. (24)

Much of the college's budget is allocated by the district through a formula-driven process. Once the college has received its budget allocations, discretionary resources are distributed through existing processes, resulting in resource allocations to the operational units. Unit financial planning to address the needs of faculty and staff members is conducted by each division and presented to the President.

Self Evaluation

Guided by the Planning and Budget Calendar, the President is effective at managing the college budget and expenditures. The President and this process have helped the campus maintain a relatively stable fiscal environment since the last evaluation process. The President has communicated the various challenges and opportunities with the campus through the constituencies, convocations, and newsletters. However, current state budgetary challenges have caused a greater focus on the prioritizing of needs on campus. Necessary cuts to programs in an effort to continue to provide educational effectiveness have created a need for continued communication from the President on the ultimate decision-making process when it comes to cuts.

Planning

None

IV.B.2.e. *The President works and communicates effectively with the communities served by the institution.*

Descriptive Summary

The President is active in the community and communicates regularly with civic leaders, legislators, the Fullerton Chamber of Commerce, potential donors, former alumni, and former students. The involvement by the President in relationship building benefits the college by increasing the college's visibility and image. It helps with recruiting efforts and helps to solidify the campus' place in the surrounding community. It also helps to build stronger partnerships with the local community. The President is called upon to address student and community groups to provide information and testimony on critical issues.

Additionally, the college has hosted several community and civic groups on campus. The President also formed a Community Advisory Group, comprised of members from business, industry, government, education, and residents. The group serves as a "think tank" for community cultivation and education. The advice and support of these individuals help to strengthen college relations throughout the surrounding community as it continues to build relationships and respond to changing conditions in the community. The Community Advisory Group is a volunteer community group and welcomes community members to attend its meetings and provide feedback to the college. (25)

Self Evaluation

The President is a member of the Fullerton Chamber of Commerce, which maintains and strengthens the college's presence in the community. The previous President was involved with the Commission on Athletics and the Board for the Community College League of California. A greater involvement with the community by the President helps strengthen the campus image not only with businesses and civic leaders, but also with the surrounding neighborhood as well.

Planning

None

IV.B.3. *In multi-campus districts or systems, the district/system provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. It establishes clearly defined roles of authority and responsibility between the colleges and the district/system and acts as the liaison between the colleges and the governing board.*

Overview

The organizational map for the NOCCCD is available at each of the colleges and at the district on shared drives. The functional map, updated in Spring 2010, clearly delineates the responsibilities throughout the district. The organizational chart at the college further describes the responsibilities of personnel at the college. (26)

IV.B.3.a. *The district/system clearly delineates and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice.*

Descriptive Summary

The organizational map for the NOCCCD is available at each of the colleges and at the district on shared drives. The functional map, updated in Spring 2010, clearly delineates the responsibilities throughout the district. The organizational chart at the college further describes the responsibilities of personnel at the college. (27)

Board policies clearly identify the responsibilities of the members of the BOT as well as defining the responsibilities the board has delegated to the Chancellor and his staff. All board policies are periodically reviewed by the Chancellor's Cabinet for relevance and effectiveness. Modifications are made,

26 See Organization of the College section

27 See Organization of the College section

as deemed appropriate, and presented to the board for review and adoption. (28)

Self Evaluation

The operational responsibilities and functions of the district are clearly delineated from the responsibilities and functions of the college.

Planning

None

IV.B.3.b. *The district/system provides effective services that support the colleges in their missions and functions.*

Descriptive Summary

The district provides human resource, technology resource, and fiscal resource management for the college. A number of user groups meet regularly to coordinate activities. The Banner Steering Committee meets regularly to discuss maintenance of the software system being used throughout the district and enhancements to that system. The District Technology Roundtable, under the direction of the District Director of Information Technology, is primarily responsible for technology planning for the district, communications issues, technology related policies and standards, and support and maintenance of the computer systems. (29)

The Budget Officers throughout the district meet regularly to discuss fiscal and budgetary matters. In addition, fiscal reporting, compliance, and operational matters are periodically reviewed and discussed by the districtwide Budget Officers group. (30)

Two committees are organized to provide a vehicle for communication, planning, and development for the district. The District Planning Council and the Chancellor's Cabinet have members from the district office, the two colleges in the district, and the School of Continuing Education. Budget matters, long- and short-range planning, and innovative ideas are

28 Board Policies and Procedures website; BP 2200, 2430, 6100, 7100

29 District Information Services website

30 District Finance and Facilities website

discussed by the members of the District Planning Council, which is chaired by the Chancellor.

Self Evaluation

The NOCCCD provides or partners with the colleges and the School of Continuing Education on a number of vital services that assist in the performance of each entity's mission and goals. Human resources, fiscal support, information technology, purchasing and requisitions, facilities development and maintenance, and public relations are all collaborative functions between the college and the district.

Planning

None

IV.B.3.c. The district/system provides fair distribution of resources that are adequate to support the effective operations of the colleges.

Descriptive Summary

The district's budget allocation model includes the following budget centers: Fullerton College, Cypress College, School of Continuing Education, Information Services, and district operations; and encompasses the following budget categories: personnel costs of all permanent positions, operating allocation costs, extended day budgets, districtwide expenses, self-supported programs/contract/grants/restricted programs/ other funds, and carryover funds. In addition, a 5% reserve for economic uncertainty is maintained in accordance with the California Community College Chancellor's Office recommended guidelines as a "prudent" reserve level. (31)

The district primarily receives resources from the state based on FTES, and, therefore, FTES is the primary driver of the district's budget allocation model. Institutions' FTES targets are established based on a shared participation process that includes discussions at various forums where college and district personnel evaluate resources available to generate FTES and the college's ability to generate its FTES based on institutional priorities.

The district's budgeting process is decentralized once the resources are allocated to the institutions in accordance with the budget allocation model. Therefore, with the exception of personnel costs for all permanent positions, use of the allocated resources is left to the institution's internal budgeting process, using a shared governance approach to address the needs and priorities of the institution.

Self Evaluation

Since FTES is the primary driver of the district's budget allocation model, it divides resources based on one measurement focus, which is the measurement of students served. Several years ago, the district completed a thorough analysis of the budget distribution formula, using other points of measurement such as number of personnel, gross square footage, etc. That analysis did not present any significant concerns that the method of distributing resources needed to be modified.

Planning

None

IV.B.3.d. The district/system effectively controls its expenditures.

Descriptive Summary

The district maintains an electronic approval queue process, which routes all expenditure requisitions, transfers, etc. to the proper approvers. The approval routing system is extensive allowing for checks and balances through many college levels prior to presentation at the district for approval. At the district level, the District Manager of Fiscal Affairs, or designee, reviews every expenditure, transfer, etc., for compliance with various laws and regulations governing the particular fund.

The district consistently ends the fiscal year with a positive ending balance. Following is the Unrestricted General Fund ending balance for the past six years:

2010 - \$40,862,058
2009 - \$35,442,489
2008 - \$27,734,776
2007 - \$29,806,188
2006 - \$31,824,100
2005 - \$28,588,147

The district has received unqualified opinions on its external financial and compliance audits for the past six years. The unqualified opinions reveal that the district is in compliance with all applicable laws and regulations including the California Community College Chancellor's Office Budget and Accounting Manual and all applicable Governmental Accounting Standards Board (GASB) statements. (32)

Self Evaluation

The district has practiced sound, prudent fiscal management over a period of several years. Evidence of this is noted by positive results of the external financial and compliance annual audits. The district has not received any audit adjustments, nor has the district had any material weaknesses reported over any areas for the past six years. Additionally, any deficiencies noted through the audit process are taken seriously by district personnel, and appropriate steps are taken to ensure the deficiencies are remedied.

The unqualified opinions on its external audits indicate that the district has proper controls in place for expenditures, since this is the highest level opinion of audit assurance possible.

Planning

None

IV.B.3.e. The chancellor gives full responsibility and authority to the presidents of the colleges to implement and administer delegated district/system policies without his/her interference and holds them accountable for the operation of the colleges.

Descriptive Summary

BP 6100 and AP 6100 indicate that authority is delegated to various positions throughout the

district, including the college Presidents. In addition, through weekly Chancellor's Staff meetings, the college President meets with the Chancellor to discuss various updates and make decisions on certain matters through a collaborative process. The majority of college operations is decentralized and, as such, falls under the responsibility and authority of the college President. (33)

Self Evaluation

In the time since the last self study, the NOCCCD hired a new Chancellor. The current Chancellor began his tenure with the district on July 1, 2008, and has been more involved in the activities of the college than his predecessor. Concerns exist whether the college president is able to make decisions for the college without undue influence from district personnel.

Planning

None

IV.B.3.f. The district/system acts as the liaison between the colleges and the governing board. The district/system and the colleges use effective methods of communication, and they exchange information in a timely manner.

Descriptive Summary

Multiple forms of informal communication are used to accomplish the tasks of working jointly between the district and the college including telephone, email, fax, and/or inter-office mail, allowing for a quick flow of information. The semi-monthly Budget Officers meetings and District Planning Council meetings provide a face-to-face atmosphere for communication across the district.

All board agenda items are available for review and comment via monthly District Advisory Committee meetings. Participants include the Chancellor's Staff members, the President and vice presidents of each college, the Provost of the School of Continuing Education, and the budget officers. For non-business meetings, which are conducted at the second board meeting each month, the board agenda items are

available for review and comment at Chancellor's Staff meetings. In addition, all board agenda and minutes are posted on the district's website, which is available to the public.

Self Evaluation

Staff at the district and at the colleges has open lines of communication. Information is exchanged in a timely manner.

Planning

None

IV.B.3.g. The district/system regularly evaluates district/system role delineation and governance and decision-making structures and processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.

Descriptive Summary

The district utilizes several instruments to evaluate the effectiveness of its financial practices. The district's financial records are subject to periodic internal review/audit and annual external audits, both of which provide qualitative and quantitative data assessment. Additionally, various monthly, quarterly, bi-annual, and annual reports are completed accurately and submitted on a timely basis. The results of periodic internal reviews/audits are shared frequently with members of the Budget Officers' Group, made up of representatives from each college and the district office. Annual external audit results are also presented to, and accepted by, the BOT and subsequently filed with the California Community College Chancellor's Office, as well as other regulatory agencies. (34)

Periodic employee evaluations communicate effectiveness of services, and results are shared with the employee and direct supervisor. This instrument allows for the establishment of goals, both personal and professional, that fit the needs of the department, college, and district.

Self Evaluation

The district has systems in place to assure the integrity and effectiveness of its processes in assisting the college in meeting its educational goals. Evaluations are used as a basis for improvement.

Planning

None

Evidence for Standard IVB (Footnote References)

1. Fullerton College President's website
<http://president.fullcoll.edu/>
2. Board Policies and Procedures website: see BP 2010, 2015, 2100, 2105
<http://www.nocccd.edu/Policies/PoliciesAndProcedures.htm>
3. Board Policies and Procedures website: see BP 2410
<http://www.nocccd.edu/Policies/PoliciesAndProcedures.htm>
4. Board Policies and Procedures website: see BP 2200, 4020, 6200
<http://www.nocccd.edu/Policies/PoliciesAndProcedures.htm>
5. Board Policies and Procedures website: see AP 2740
<http://www.nocccd.edu/Policies/PoliciesAndProcedures.htm>
6. Board Policies and Procedures website: see BP/AP 2745
<http://www.nocccd.edu/Policies/PoliciesAndProcedures.htm>
7. Board Policies and Procedures website: see BP 2715
<http://www.nocccd.edu/Policies/PoliciesAndProcedures.htm>
8. Board of Trustees minutes: See May 11, 2010
http://www.nocccd.edu/Trustees/documents/MinutesBoardMtg2010_05_11.pdf
9. Fullerton College Accreditation website
<http://accreditation.fullcoll.edu>
10. Fullerton College President's website
<http://president.fullcoll.edu/>
11. PAC website
<http://pac.fullcoll.edu>
12. President's Weekly website
<http://archive.constantcontact.com/fs012/1101834378200/archive/1103700164165.html>
13. Fullerton College Participatory Governance website
<http://pac.fullcoll.edu/FC%20governance.htm>
14. 2009-2010 Resources Documents for Planning and College Initiatives
<http://pac.fullcoll.edu/2009-2010%20ResourceDocuments.pdf>
15. Facilities Bond Program website
<http://www.nocccd.edu/Departments/FandF/FacilitiesBond/FacilitiesBondInfo.htm>
16. Dynamic Fund website
<http://businessoffice.fullcoll.edu/DynamicFund.htm>
17. See Organization of the College and Functional Map in Self Study
18. NOCCCD 2006 Strategic Plan
http://www.nocccd.edu/StrategicPlanning/documents/Strategic_plan_at_a_glance_June06.pdf
19. 2009-2011 Districtwide Strategic Plan Update
http://accreditation.fullcoll.edu/evidence/NOCCCD_district_strategic_plan_2009-11.pdf
20. Fullerton College 2010-2011 Catalog, p. 12
http://www.fullcoll.edu/docs/college_catalog/01-front-transferability.pdf
21. FC 2009 Annual Report to the Community
<http://publicinfo.fullcoll.edu/publications/FC%20Annual%20Report%202009.pdf>
22. PAC website
<http://pac.fullcoll.edu>
23. See FC Planning and Budgeting Model, Figure 1, p. 33, in Self Study
24. PAC agendas and minutes
<http://pac.fullcoll.edu/agendas.htm> and <http://pac.fullcoll.edu/Minutes>

Evidence for Standard IVB (Footnote References) (cont'd)

25. Community Advisory Group website
<http://president.fullcoll.edu/communityadvisorygroup.htm>
26. See Organization of the College section in Self Study
27. Board Policies and Procedures website: see BP 2200, 2430, 6100, 7100
<http://www.nocccd.edu/Policies/PoliciesAndProcedures.htm>
28. District Information Services website
<http://www.nocccd.edu/Departments/IS/InfoServices.htm>
29. District Finance and Facilities website
<http://www.nocccd.edu/Departments/FandF/FinanceFacilities.htm>
30. District Finance and Facilities website
<http://www.nocccd.edu/Departments/FandF/FinanceFacilities.htm>
31. District Finance and Facilities website
<http://www.nocccd.edu/Departments/FandF/FinanceFacilities.htm>
32. Board Policies and Procedures website
<http://www.nocccd.edu/Policies/PoliciesAndProcedures.htm>
33. District Finance and Facilities website
<http://www.nocccd.edu/Departments/FandF/FinanceFacilities.htm>