

March 2, 2010

## **KCCD Communication and Governmental Relations Position**

### **Rationale for Hiring**

#### **SUMMARY:**

- The top issues districtwide for employees, students and community members are trust and communication
- A communication or governmental relations position exists in every one of the districts to which KCCD compares itself, and similar positions exist in more than two dozen community college districts/colleges
- KCCD communities are represented by four State Assembly members and three State Senators as well as two US Senators and three Congresspersons with whom regular contact is essential
- KCCD advocacy is coordinated with the California Community College Chancellor's Office, Community College League of California, American Association of Community Colleges, Association of Community College Trustees, and other statewide and national Community College organizations
- The position was presented to employee governance representatives at the Chancellor's Consultation Council in May 2006 as a long term plan of future District positions
- The position has been in the district budget since 2007-08
- The position directly addresses four KCCD Strategic Initiatives and numerous strategies of the KCCD Strategic Plan, a roadmap for our district created by representatives of all employee groups, students and citizens of the all the district's colleges and communities
- The position addresses one-third of the Board of Trustees' District Annual Goals

**KCCD's comparable community college districts/colleges have similar positions in place** (Source: *Governmental Relations Primary Contact Director, California Community College System Office*):

- Coast CCD -- District Director of Government Relations
- Contra Costa CCD -- Director of Government Relations
- Foothill-DeAnza CCD -- Coordinator of Public Affairs
- Foothill College -- Associate Vice President of External Relations (includes Government Relations)
- Los Rios CCD -- Associate Vice Chancellor of Communications
- San Diego CCD --- Director of Government Relations
- San Mateo CCD -- Director of Government Relations
- State Center CCD -- Director of Legislative Relations
- Ventura County CCD -- Director of Administrative Relations

**A governmental relations position is also in place in the following districts/colleges**

(Source: *Governmental Relations Primary Contact Director, California Community College System Office*):

- Antelope Valley College -- Director of Government Relations
- Cerritos College-- Director of Governmental Relations
- Chabot-Las Positas CCD -- Director of Government Affairs
- Citrus College -- Officer of Government Relations

- Grossmont-Cuyamaca CCD – Associate Vice Chancellor of Intergovernmental Relations
- Long Beach Community College – Director of Governmental Relations
- Monterey Peninsula College – Public Information & External Relations Officer
- Palomar CCD – Director of Government Relations
- Rio Hondo CCD – Director of Government Relations
- San Francisco CCD – Associate Vice Chancellor of Government Relations
- College of the Canyons – Vice President of External Relations
- South Orange CCD – Director of Legislative Relations
- Victor Valley CCD – Director of Government Relations
- West Valley-Mission CCD – Director of Governmental Affairs
- Yuba CCD – Director of Government Relations

**A district-level communication position is also in place in the following districts**

*(Source: Governmental Relations Primary Contact Director, California Community College System Office):*

- Copper Mountain CCD -- Director of Community Relations
- Desert CCD – Public Relations Officer
- Gavilan CCD – Public Information Officer
- Lake Tahoe CCD – Public Information Officer
- North Orange County CCD – Director of Public Affairs
- Ohlone CCD – Director of College Relations
- Riverside CCD – Associate Vice Chancellor of Public Affairs
- Rancho Santiago CCD – Director of Public Affairs
- San Joaquin Delta CCD – Director of Community Relations
- San Jose Evergreen CCD – Public Information Officer
- Yosemite CCD – Director of District Public Affairs

**Entry level salary placement for position is similar to 2002-03 national average salary for this position** *(Source: Jacobson, J. (April 17, 2003), Careers in Government Relations, The Chronicle of Higher Ed):*

- “According to the college-personnel association's 2002-3 administrative salary survey, the median salary for directors of government relations at all institutions was \$98,267; at doctoral institutions, the median was \$103,498; at comprehensive colleges, \$86,088; at baccalaureate colleges, \$74,045; and at two-year colleges, \$89,590.”

**The KCCD position was presented to Chancellor’s Consultation Council:**

- Position was introduced four years ago on May 9, 2006 as part of a long range plan to effectively organize and lead the District to implement the KCCD Strategic Plan, and Annual District Goals Established by the Board of Trustees, and the Chancellor’s Plan of Work. *(source: Kern Community College District Office Future New Positions, 5/9/06)*
- Introduced as a general fund position to be established after the 2006-07 budget year *(source: Kern Community College District Office Future New Positions, 5/9/06)*

The KCCD communication and governmental relations position was presented to Chancellor's Consultation Council and the Board of Trustees in the Adopted 2007-08 budget, as well as the 2008-09 and 2009-10 budget process:

- Position was budgeted in 2007-08 (*source: Kern Community College District 2007-08 Adopted Budget Summary District Operations Budget*)
- Position hiring was deferred in 2007-2008
- Position was budgeted in 2008-09 and carried forward into 2009-10

**Timing for implementing this position:**

- This position is the last piece in the Chancellor's Five-year Plan for the district
  - Earlier positions in this plan included:
    - Vice Chancellor of Educational Services
    - District Director of Institutional Research
    - Human Resources Managers assigned to Colleges
    - District Grant Writing Position
    - District General Counsel
- Communication and Governmental Relations position is in the 2009-10 budget
- Communication and Governmental Relations position hiring was delayed to spring semester to accommodate Chancellor's participation in screening and hiring the Cerro Coso Community College President and the General Counsel positions

**The KCCD Associate Chancellor of Communication & Governmental Relations position (ACGR) directly addresses the needs, initiatives and strategies presented in the KCCD Strategic Plan, which was adopted by the Board of Trustees on September 7, 2006:**

- The ACGR position supports the Communication Value of the Kern Community College District, which reads:
  - **Communication** In order to generate an environment of trust in which individuals can work together successfully, information is to be freely shared throughout the District using multiple communication channels. Effective communication involves stating facts and opinions clearly, listening critically, asking for necessary clarifications, and providing feedback that is respectful of others' opinions and sensibilities. At all levels, we have the responsibility to communicate openly and honestly as receivers and senders of information.
- The ACGR position directly addresses four KCCD Strategic Plan Initiatives. They are as follows:
  - Initiative 1 – Greater responsiveness to community needs through programs offered, the establishment of college areas of particular strength, and area workforce development
    - Strategies to address Initiative 1
      - Strategy 1 -- Facilitate cooperative activities with business, industry, government, and other educational institutions to assess and, as appropriate, address community workforce development and training needs

- The implementation work plan may include:
    - Development of improved communication
    - Establishment of regular communication with chambers of commerce, business/government representatives, and other educational institutions
  - Strategy 3 – Market, advertise, and brand existing and proposed KCCD college programs
- Initiative 3 - Increased funding for KCCD functions
  - This was seen as a significant issue by the District and community leaders because the District is mandated to provide services to its students and communities in the face of sometimes insufficient State support.
  - Funding also was seen as important by employee and student survey respondents, with almost 75% indicating this issue as “very high priority” or “high priority.” Overall, it ranked in fourth place, but the administrative group had it in second place, and the students put it in first place.
    - Strategy 6 – Engage in legislative advocacy
      - The implementation work plan may include:
      - Advocacy activities and development of advocacy support
      - Tracking legislation and supporting laws and initiatives beneficial to community colleges
      - Implementation of partnerships with other community college districts, educational levels, and business/industry to advocate for common interests
      - Expected outcomes:
        - An active advocacy program which results in legislation and/or regulatory change beneficial to the KCCD
        - Partnerships with other community college districts, educational levels, and business/industry to advocate for common interests
- Initiative 4 – Creation and maintenance of trust between employee groups, the colleges, and the District Office
  - It is significant that this was one of the chief items identified by KCCD and community leaders in the September 2004 strategic issues identification forum. Further, it was the highest priority issue selected by both faculty and classified employees, and by KCCD overall, in the subsequent employee and student strategic issues survey. It was selected as “very high priority” or “high priority” by over 80% of the respondents.
  - Perceptions of trust refer to issues which relate not only to matters of integrity, but to communication, effective operations, competence, and, possibly most critically, a common vision of KCCD and its future.
    - Strategy 2 – Implement systems and processes which are standardized, transparent, responsive, and compassionate
    - The implementation work plan may include:
      - Documentation of decision-making processes
      - Wide distribution of critical process descriptions
      - Establishment of more effective, timely, and clear employee communication systems

- Initiative 5 – Establish adequate and effective communication throughout the KCCD
  - Although this initiative is closely related to Initiative 4, regarding trust, it was identified by the KCCD and community leaders as well as the employee and student issues survey respondents as being important but having a somewhat lower priority. It was selected as “very high priority” or “high priority” by 73.1% of the respondents.
  - The KCCD and community leaders saw the communications issue primarily in terms of inconsistencies among departments and instructional programs within the District, possibly placing KCCD college programs at a competitive disadvantage as compared with other educational providers, a situation which could result in reduced funding.
  - This issue is closely related to many other matters, such as governance, vision, and organizational structure.
    - Strategies to address Initiative 5
      - Strategy 1 – Identify and implement principles of effective communication as well as the expectation that employees adopt them as standard practice
      - The implementation work plan may include:
        - Employee training on effective communication
        - Establishment of the practice among employees that statements and opinions that are communicated to colleagues and/or students are supported by information that is open, consistent, and subject to examination
      - Expected outcomes:
        - Widespread understanding and practice by KCCD employees of the principles of effective communication.
        - Accurate and effective information and communication District-wide
      - Strategy 2 – Maintain communication which is ongoing, timely, accurate, and, as appropriate, available to all, and implement structural changes and/or administrative actions to improve and maintain communication effectiveness
      - The implementation work plan may include:
        - Actions to improve communication such as:
          - Communication from leadership such as regular email reports and condensed minutes of Chancellor’s cabinet and Board meetings
          - Frequent District-wide discussions on matters of interest and significance to employees, students, and communities
          - KCCD and college calendars for on and off-campus meetings
          - Vehicles for more effective communication among the colleges, such as a District-wide college hour, open forums, and convocations

- Implementation of the practice that relevant information is to be shared, including notification of imminent matters
- Publicizing activities, decisions, and accomplishments – personal and professional – of current and former employees
- Institution of a central information clearinghouse which would review potentially incomplete and/or inaccurate material and correct it if needed
- Utilization of effective communications technology which accessible to employees, students, and communities, and training on the optimum use of technological communication tools and methods
- Expected outcomes:
  - Employees informed about issues concerning them, their colleagues, and the KCCD
  - Employees familiar with their professional colleagues across the KCCD and engaged in professional dialogue with them
  - Accurate and effective information and communication District-wide
- Strategy 3 – Implement measures to improve the effectiveness of communication with students and with the public
- Expected outcome:
  - The existence of programs and initiatives designed to improve communication among the colleges, students, and our communities

**The KCCD Strategic Plan, which outlined the need for increased communication and governmental relations, was a communal process of all employee groups and colleges:**

- Creation of the KCCD Strategic Plan was a district-wide process involving employees from all colleges and the district office and with representatives of all employee groups. Process for its creation of initiatives and strategies with employee input was as follows:
  - Identification of strategic issues
    - In early fall 2004 KCCD and community leaders met for the purpose of identifying the major strategic issues facing KCCD. This resulted in a list of 19 issues which subsequently became 11 major and 13 subsidiary issues.
    - Survey of KCCD employees and students
      - KCCD employees and students were asked in a survey to rate each of the 11 major issues, indicating for each the priority they would assign to it.

**Kern Community College District  
District Office Future New Positions**

Position Title	Type of Position	Estimated Cost (Salary & Benefits)	Funding Source	Budget Timing
Institutional Researcher	Educational Administrator	124,713.20	GU001	2006-07
Grants/Categorical Fund Manager (note 1)	Classified Management	81,786.79	Grants & Categorical	2006-07
Nursing Program Director	Educational Administrator	124,713.20	GU001	Pending Needs Study
Child Development Center Director	Educational Administrator	105,540.00	CD Grants	Pending Needs Study
Contract Education Director (note 2)	Educational Administrator	105,540.00	Contract Education	2006-07
Facilities and Construction Director	Classified Management	143,508.00	Measure G	2007-08
Accounting Manager	Classified Management	81,786.79	GU001	2006-07
Accounting Manager	Classified Management	81,786.79	GU001	2006-07
Accounting Technician II	Classified Staff	57,302.30	GU001	2006-07
Associate Director Human Resources	Classified Management	105,540.00	GU001	2007-08
Human Resource Manager (BC)	Classified Management	81,786.79	GU001	TBD
Human Resource Manager (CC)	Classified Management	81,786.79	GU001	TBD
Human Resource Manager (PC)	Classified Management	81,786.79	GU001	TBD
Payroll Manager	Classified Management	81,786.79	GU001	2006-07
Administrative Secretary (HR) (BC)	Classified Staff	60,669.08	GU001	TBD
Administrative Secretary (HR)	Classified Staff	60,669.08	GU001	TBD
HR Assistant	Confidential Employee	73,963.98	GU001	2006-07
Public Relations and Communications	Classified Management	81,786.79	GU001	TBD
IT--Security manager	Classified Staff	88,763.83	GU001	TBD
IT--Systems Analyst/Programmer I	Classified Staff	73,858.33	GU001	TBD

Some of the costs associated with these positions are already funded, others may be funded through reorganization or if increased funding is funded at CCC System Budget Compromise levels

note 1 --- Indirect funds from grants

note 2 ---- self sufficient funded from contracts and fees

Kern Community College District  
 2007-08 Adopted Budget Summary  
 District Operations Budget

Analysis of Changes Adopted vs Tentative Budget -- Increase/(Decrease)

	District Office	District-wide	Regulatory	Total
Tentative Budget Beginning Balance and Revenue	734,997	9,677,644	7,380,642	17,793,283
Change in Unrestricted Charge backs	25,000	277,002		302,002
Change due to Workforce & Economic Development Grant		41,666		41,666
Change in Projected AB 1802 One Time Fund Carryover		(153,772)		(153,772)
Total Changes	25,000	164,896	0	189,896
Adopted Budget Beginning Balance and Revenue	759,997	9,842,540	7,380,642	17,983,179

	District Office	District-wide	Regulatory	Total
Tentative Budget Expenditures	734,997	9,677,644	7,380,642	17,793,283
District-wide Workforce & Economic Development Study		148,666		148,666
IT Help Desk Enhancement		43,427		43,427
Budget correction for security contract	15,000			15,000
Records Retention Project (microfilming permanent records)	10,000			10,000
Leadership Academy		35,000		35,000
Communications and Governmental Affairs Officer		91,575		91,575
Change in Projected AB 1802 One Time Fund Carryover		(153,772)		(153,772)
Total Changes	25,000	164,896	0	189,896
Adopted Budget Expenditures	759,997	9,842,540	7,380,642	17,983,179



	A	B	C	D
1	<b>Kern Community College District</b>			
2	<b>District Operations Budget</b>			
3				
4	<b>Chancellors Variance Analysis</b>			
5				
6	<b>Departments included: Chancellors Office, Board of Trustees and Internal Audit</b>			
7				
8	<b>Description</b>	<b>2008-09 Tentative Budget</b>	<b>2007-08 Adopted Budget</b>	<b>Variance Increase/(Decrease)</b>
9				
10	<b>Total Budget</b>	<b>\$ 930,424</b>	<b>\$ 802,630</b>	<b>127,794</b>
11				
12	<b>Variance Due to:</b>			
13	Salary Step & Column and changes per Contract, Collective Bargaining Agreement, Board Action etc.			54,369
14	Change in Health and Benefit Costs Rates			-
15	Defer Hiring Communications and Governmental Relations Position			(91,575)
16	Training for College Presidents			15,000
17	Increase for 3 Trustee Elections			75,000
18	Increase Board Memberships			20,000
19	Implementation of Emergency Response Plan			50,000
20	Increase Board Training			5,000
21	Other Budget Adjustments			-
22	<b>Total Variance</b>			<b>127,794</b>
23				
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Kern Community College District  
District Goals Established by the Board of Trustees

1. Use the Strategic Plans adopted by the Kern Community College District Board of Trustees and the Board of Governors of the California Community Colleges to direct each college's educational master plan and annual action plans to ensure a coordinated, integrated, and timely approach to meeting the needs of the service area communities with responsive programs and services in an effective and cost efficient manner demonstrated by measurable key indicators of institutional effectiveness and student achievement.
2. Continue to unify the colleges and district office into an integrated system that operates cooperatively, efficiently, and effectively as one entity of three colleges serving a diverse service area and student population.
3. Enhance institutional and professional development to achieve and sustain excellence measured by student outcomes and institutional climate.
4. Improve fiscal stability by maintaining a balanced budget and incrementally increase the District-wide unrestricted contingency reserve (excluding college carryover) to at least 10 percent.
5. Focus Board member action on priority policy and strategic issues at the local, state and national levels.
6. Develop a human resources succession plan for executive management positions in the district.

**KERN COMMUNITY COLLEGE DISTRICT  
GOALS ESTABLISHED BY THE BOARD OF TRUSTEES**

**2005-2006**

- 1. Continue to work on overcoming the geographic distance factor and feelings of isolation across the District.**
- 2. Continuously examine and improve District and College operational processes to achieve efficiency and effectiveness.**
- 3. Take steps to manage and monitor enrollment growth, ensuring that growth targets are met and FTES is maximized.**
- 4. Maintain a balanced budget and make progress toward achieving a District reserve of at least 5 percent.**
- 5. Continue to monitor staffing patterns and maintain a staffing plan that is appropriate for our operation while maintaining District-wide total compensation below 80 percent of the general fund, unrestricted, annual budget.**
- 6. Collaboratively facilitate seamless educational opportunities across the District for students at each of the three colleges.**
- 7. Coordinate work with all levels of education in our service area and beyond to ensure academic preparation and seamless educational opportunities for current and prospective students.**
- 8. Continue Board member participation at the State and National levels.**
- 9. Continuously monitor key indicators of institutional effectiveness and student success.**

**Adopted by the Board of Trustees  
December 8, 2005**

## **GOALS ESTABLISHED BY THE BOARD OF TRUSTEES** **2001-2002**

- 1. Maintain credibility within and outside the Learning Cooperative through positive press and visibility.**
- 2. Continue to work on overcoming the geographic distance factor and feelings of isolation across the Learning Cooperative.**
- 3. Take steps to manage our growth, ensuring that we meet our growth targets.**
- 4. Maintain a balanced budget and work toward bringing our reserves back to 5% (target 2003-2004).**
- 5. Continue to monitor staffing patterns and maintain a staffing plan which is appropriate for our operation. Maintain our payroll below 80% of the annual budget.**
- 6. Collaboratively work with all levels of education in our service area and beyond to ensure seamless educational opportunities.**
- 7. Continue Board involvement at the State and National levels.**
- 8. Foster College/Community involvement.**
- 9. Monitor key indicators of institutional and student success.**