STANDARD IV: Leadership and Governance

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

The Kern Community College District (KCCD) is a multi-college district comprised of three colleges. The Chancellor is the CEO of the multi-college system. The Chancellor, working with the Board of Trustees (BOT), provides leadership in setting and communicating expectations of educational excellence and integrity throughout the district, and assures support for effective operation of the three colleges. Three administrative teams carry out this work: Chancellor's Cabinet, Chancellor's Administrative Council, and the Chancellor's presidents meeting.

KCCD Colleges

Bakersfield College
Cerro Coso Community College
Porterville College

Section 2A of the Board Policy (BP) Manual establishes the administrative organization of KCCD, and Section 6A states the responsibilities of the Chancellor, college presidents, management, and confidential employees (IV.D.1-, IVD_KCCD_BP2A_doc; IV.D.1-, IVD_KCCD_BP6A_doc). In April 2012, KCCD developed its decision-making document, ***The Elements of Decision Making (EDM),*** which delineates roles and responsibilities within KCCD (IV.D.1-, IVD_KCCD_EDM-Intro-p1-4_doc).

Analysis and Evaluation
The KCCD Mission, Vision, Values, and Strategic Goals all exhibit the ***expectations of educational excellence and integrity*** throughout the district. The EDM clearly defines roles, authority and responsibilities between the colleges and the District Office. Re-organization at the vice-chancellor level has happened since the EDM was last reviewed. ***Assuring support for the effective operation of the colleges*** involves two essential parts, 1) resource allocations and 2) services to colleges.

Resource Allocations
The KCCD District Office (DO) offers centralized human, physical, technology, and financial resources with ancillary services on the college campuses. In each area, the DO and the three colleges collaborate to strike a balance between meeting staffing needs and meeting external compliance requirements placed on the district as a whole, such as California's 50% law. A districtwide committee with representation from the DO and the three colleges developed the ***Unrestricted Fund Budget Allocation Model*** (BAM) tool in 2007 to equitably allocate DO expenditures and distribute the apportionment received from the State using a consistent methodology based on FTES generated at the colleges. Task forces for evaluating and revising the BAM tool met in 2010 and 2015/2016. The task force completed the final report from the 2016 evaluation in May 2016, and the Chancellor communicated which recommendations he would accept, defer, or reject in March 2017. (IV.D.1-, IVD_KCCD_BAM_doc; IV.D.1-, IVD_KCCD_BAM-III-eval16_doc; IV.D.1-, IVD_DO_BAM-Chnc-01Mar17_doc)

Services to Colleges
Comparisons/contrasts of the functions and responsibilities at the District and College level appear in several documents:

- The functional map on pages 37-60 of the BC 2012 Self Evaluation lists responsibility levels with three possible steps: primary, secondary, and shared (IV.D.1-, IVD_BC_function-map2012_doc).
- The HR Planning Matrix created for the 2013 Follow-Up report provides a more detailed breakdown of the DO Human Resources functions (IV.D.1-, IVD_HR_PlanMatrixFU2013_doc).
- The EDM provides function maps for the various sections of the DO (IV.D.1-, IVD_KCCD_Elements-DM_doc).
- Sections two and three of the DO Administrative Unit Review for each unit give functions of the various DO units (IV.D.1-, IVD_KCCD_DAUR_web).

The EDM states that the KCCD Chancellor has two established committees to receive information directly from college representatives: District Consultation Council (DCC) and Chancellor's Cabinet. Membership of the DCC consists of the various constituencies within the colleges and the DO. This consultative body provides advice to the Chancellor in an effort to benefit the district as a whole. Membership of the Chancellor's Cabinet consists of college presidents, the vice chancellors, and other district administrators. The Cabinet's role is to collaborate with the Chancellor in the development of Board Policies. The Cabinet has the authority to make recommendations of changes to the Board Policies.

The most recent data collection for an evaluation of the district's decision-making processes is the fall 2013 **Districtwide Decision-Making Survey**; responses are not disaggregated by college. Under the leadership of the Chancellor, the DCC reviewed the survey at their November 26, 2013 meeting and again discussed the EDM at the September 23, 2014 DCC meeting. In February 2016, DCC modified the Decision-Making Flowchart to show the feedback-loops of consultation as requested by the ACCJC Follow-Up Visiting Team (IV.D.1-, IVD_KCCD_DMSurveyFall13_doc; IV.D.1-, IVD_DCC_26Nov13-min_mtg; IV.D.1-, IVD_DCC_23Sep14-min_mtg).

The College meets Standard IV.D.1.

> **IV.D.2 |** The district/system CEO clearly delineates, documents, and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice. The district/system CEO ensures that the colleges receive effective and adequate district/system provided services to support the colleges in achieving their missions. Where a district/system has responsibility for resources, allocation of resources, and planning, it is evaluated against the Standards, and its performance is reflected in the accredited status of the institution.

The KCCD's *Elements of Decision Making* document clearly defines roles, authority and responsibilities between the colleges and the DO (IV.D.2-, IVD_KCCD_Elements-DM_doc). The KCCD Board Policy Manual, published on the KCCD Board Policy & Contracts website, also clearly defines roles and responsibilities (IV.D.2-, IVD_KCCD_BrdPol-Cntrct_web).

Four ways used in KCCD for evaluating the services provided by the District Office (DO) are: (1) District Unit Reviews; (2) perception surveys such as the KCCD Climate Survey, (3) State of the College report to the BOT, and (4) informal feedback and evaluation through the KCCD Chancellor's

Cabinet, District Consultation Council, and meetings of the college vice-presidents. The District Unit Review website holds the District Office's unit reviews for the 2014-15, 2016-17, and 2017-18 academic years (IV.D.2-, IVD_KCCD_DAUR_web).

KCCD administered a **Climate Survey** in 2011, 2013 and 2016. In spring 2015, the DO conducted a follow-up study on the lowest rated item in the 2011 & 2013 surveys regarding trust between the colleges and the DO (IV.D.2-, IVD_KCCD_Climate2011_doc; IV.D.2-, IVD_KCCD_Climate2013_doc; IV.D.2-, IVD_KCCD_ImproveTrust_doc; IV.D.2-, IVD_KCCD_Climate2016_doc). BC administered an **Accreditation Survey** in 2011 for the 2012 Self Study, in December 2014 for the 2015 Mid-Term Report, and in September 2017 (IV.D.2-, IVD_BC_AccredSurvey2014_doc; IV.D.2-, IVD_BC_Accred-Compare_doc; IV.D.2-, IVD_BC_AccrSrvy17analys_doc; IV.D.2-, IVD_BC_AccredSurvey17_doc; IV.D.2-, IVD_AIQ_AccSrvy17-first_doc). BC also began administering the **BC Services Survey** in spring 2016, which includes services for which the DO has primary or shared responsibility. AIQ will administer an additional survey in spring 2018. (IV.D.2-, IVD_BC_2016BC-SvcsSurvy_doc; IV.D.2-, IVD_AIQ_BC-Svcs-DOcntrl_doc; <placeholder for 2018 results>).

Analysis and Evaluation
There are two methods of measuring institutional effectiveness in KCCD, including the effectiveness of services: 1) each entity conducts program review and evaluates its own programs and services, and 2) those who use the services evaluate them, usually through surveys and focus groups.

District Unit Reviews

End-User Data Collection & Analysis

The DO initiated the first data-gathering process for evaluating district services in late fall 2014 called the **District Administrative Unit Review (DAUR).** (IV.D.2-, IVD_KCCD_DAUR_web) KCCD repeated the DAUR in fall 2016 and results were posted in early 2017. In 2016, the DAUR form included end-user data and feedback to get feedback from college personnel on the effectiveness of the educational services that the DO provides. Some departments conduct surveys of their employees, such as with the Human Resources unit survey in the 2016 DAUR, while KCCD instituted end-user feedback data collection and analysis in 2016 with the Educational Services unit with two surveys. The first survey noted in the Educational Services unit review revealed 100% of the participating college vice-presidents agreed or strongly agreed that the Educational Services unit 1) supports the colleges, 2) responds to college requests in a timely manner, and 3) attempts to effectively resolve educational issues that may involve other district units. (IV.D.2-, IVD_DO_DAUR-EdServ16-17_doc)

A majority (60%) of the college VPs disagreed that "enrollment management discussions at vice presidents' meetings are of value to my college," indicating that this type of dialog is perceived to be better handled at individual colleges (IV.D.2-, IVD_DO_DAUR-EdServ16-17_doc). A second educational services survey administered to fifty-two participants at a district-wide Enrollment Management Workshop on October 23, 2015 showed favorable responses in the following areas which should be handled at the college-level:

- A holistic approach to enrollment management from recruitment to completion
- Course scheduling as a cohort model or block schedule to acceleration completion
- Use of simple strategies to enhance course and program completion, such as the use of "nudges" or periodic communication about specific milestones in their course of study
- The role of marketing in enrollment management, particularly the concept of branding

Perception Surveys

Climate Survey
BC Accreditation Survey

BC *administered accreditation surveys* in December 2014 and September 2017 to determine perception of effectiveness of KCCD services provided to the college. The 2017 survey allows the college to gauge the change between the Self Evaluation and the Midterm Report. Across every measure but Business Services, college personnel perception of district services has improved since the 2011 survey distribution. (IV.D.2-, IVD_BC_AccredSurvey2014_doc; IV.D.2-, IVD_BC_AccrSrvy17analys_doc)

One of the lowest rated services in the accreditation survey was the centralization of the Institutional Research function at the DO, but it also had the highest "unable to evaluate" response of all the services. Since this survey, the district Chancellor has supported the creation of a BC-based Office of Institutional Effectiveness, staffed with six full-time employees.

Statement, "The District Office…"	2011 (n=147)	2014 (n=270)	2017 (n=244)
clearly delineates the operational responsibilities and functions of the DO from those of the college.	41.0%	46.7%	54.1%
clearly delineates the operational functions of the DO from those of the colleges.	43.9%	50.9%	51.7%
provides effective services that support the colleges in their missions and functions.	46.0%	50.8%	61.4%

BC administered a *Services Survey* near the end the spring 2016 semester prompting college-based respondents to express their level of agreement related to the effectiveness of DO-provided services. AIQ analyzed and shared results from 191 respondents in fall 2016 on their website (IV.D.2-, IVA_AIQ_Home_web). Responses to the BC Accreditation Survey and Services Survey reveal the following areas of strength and needed improvement:

Areas of Strength:
- BC's perception of the HR department
- Information technology and facilities

Areas for Improvement:
- BC's perception of Business Services
- Effective control of expenditures

The College meets Standard IV.D.2.

> **IV.D.3 |** The district/system has a policy for allocation and reallocation of resources that are adequate to support the effective operations and sustainability of the colleges and district/system. The district/system CEO ensures effective control of expenditures.

Section 3A of the KCCD Board Policy Manual details District fiscal policies, including budget, budget income and expenditures, and budget control (IV.D.3-, IVD_KCCD-BP3entire_doc). Particular policies relevant to this Standard are:

- *BP 3A1A3*: "The annual Budget shall not exceed estimated revenues for the Budget year excluding District wide or College reserves."
- *BP 3A1A6*: "Unallocated District-wide unrestricted general fund reserves shall be no less than fifteen percent (15%). The budgeted unrestricted general fund reserves calculation

will be based upon the projected unrestricted expenditures multiplied by fifteen percent (15%). College budgeted reserves will not be considered as part of District-wide reserves. Each of the colleges shall maintain a minimum reserve of three percent (3%). These reserves will be established as unrestricted reserves for obligations and contingencies. The college reserves shall be calculated on the same basis as the District-wide reserves and will be applied to each institution."

The district chancellor ensures effective control of expenditures through his oversight and consultation with districtwide committees. One committee, with representation from the DO and the three colleges, has developed the ***Unrestricted Fund Budget Allocation Model*** (BAM) tool in 2007 to equitably allocate DO expenditure and distribute the apportionment received from the State using a consistent methodology based on FTES generated at the colleges. Task forces for evaluating and revising the BAM tool as needed met in 2010 and 2015/2016, and completed the final report from the 2016 evaluation in May 201. The Chancellor communicated which recommendations he would accept, defer to later, or reject in March 2017 (IV.D.3-, IVD_KCCD_BAM-III-eval16_doc; IV.D.3-, IVD_DO_BAM-Chnc-01Mar17_doc).

Analysis and Evaluation
KCCD has consistently ended each fiscal year with balances well exceeding the minimum fifteen percent set by policy—the minimum reserve maintained by KCCD since the 2011-12 fiscal year was over 26% (IV.D.3-, IVD_KCCD_311A-yr11-12_doc; IV.D.3-, IVD_KCCD_311A-yr12-13_doc; IV.D.3-, IVD_KCCD_311A-yr13-14_doc; IV.D.3-, IVD_KCCD_311A-yr14-15_doc; IV.D.3-, IVD_KCCD_311A-yr15-16_doc; IV.D.3-, IVD_KCCD_311A-yr16-17_doc). The Independent Auditor's Report expresses an unqualified opinion on the financial statements of KCCD for the fiscal year ending June 30, 2016 and one qualified opinion for the fiscal year ending June 30, 2017 due to an unintentional error of Positive Attendance recorded for two students (IV.D.3-, IVD_KCCD_2015-16AnnAudit_doc; IV.D.3-, IVD_KCCD_2016-17AnnAudit_doc).

The 2016 BAM evaluation task force made seven recommendations to the Chancellor who accepted all recommendations, but deferred some. The ***Districtwide Budget Committee*** began meeting in October 2017 (IV.D.3-, IVD_KCCD_DistBudgetComm_web). Recommendations to study the implications of the current reserve level policy and changes in the stabilization mechanism will be implemented in the 2017-18 fiscal year, while the chancellor deferred the recommendation to have a neutral third party vendor study various cost drivers for use in allocating DO costs to 2018-19.

BC's **Accreditation Surveys** have captured the college's perception of effective expenditure control (IV.D.3-, IVD_BC_Accred-Compare_doc; IV.D.3-, IVD_BC_AccrSrvy17analys_doc). As discussed in Standard IV.D.2, the accreditation survey revealed a significant increase from 2014 to 2017, overall, in the number of people who agreed that the district provides effective services and support the colleges in their mission sand functions. However, through BC's Accreditation Surveys and Services Survey, BC faculty and staff perception of effective expenditure control and district business services to the college show room for improvement.

To improve district support of the colleges in expenditure control and budget management the KCCD Board has established a 2017-19 Strategic Goal to review district structure and effectiveness and address areas for improvement (IV.D.3-, IVD_BOT_Goals1719_web). Additionally, in 2016, the Chancellor supported expanded campus-based budget support by approving a new Budget Analyst to support categorical programs; the budget analyst is located on the BC campus and reports directly to the BC Vice President of Finance and Administrative Services.

The College meets Standard IV.D.3.

> **IV.D.4 |** The CEO of the district or system delegates full responsibility and authority to the CEOs of the colleges to implement and administer delegated district/system policies without interference and holds college CEO's accountable for the operation of the colleges.

> *"...The governing board of a community college district, by majority vote, may adopt a rule delegating the power to the district's chief executive officer or any other employee or committee as the governing board may designate...."*
>
> -CA Ed Code Section 70902(d) (IV.D.4-, IVD_BC_EdCode70902_web).

ACCJC Standard IV.C.12 and California Education Code both empower the Board of Trustees to delegate certain powers to the District Chancellor or the College President as the Board sees fit.

Section 2A of the KCCD Board Policy Manual includes details about the management of the district. (IV.D.4-, IVD_KCCD_BP2A_doc) BP 2A2 defines this policy for our district and colleges: "The Board shall determine the administrative organization necessary to execute District policies. It shall elect a District Chancellor *and such other officers as may be required... [emphasis added].* The Board shall hold the Chancellor responsible for the efficient administration and supervision of the entire system and shall evaluate the District Chancellor." Further, BP 2A2 notes the college president "shall be the established authority on campus" and "is the final authority at the college level."

Section 6A of the KCCD Board Policy Manual includes details about the powers and duties of the District Chancellor and College President. BP 6A5A covers the Chancellor and BP 6A5B covers the College President (IV.D.4-, IVD_KCCD_BP6A_doc).

Analysis and Evaluation

The ***Elements of Decision-Making*** (EDM) gives function maps for the various sections of the DO. The function maps show that some services are centralized at the DO, some are decentralized to the colleges and may continue to involve DO coordination and review for compliance, while other decentralized functions are controlled solely by the colleges. Examples of responsibility delegation to the college president may be found in multiple policy statements throughout the district:

Policy	Delegation of Authority
BP 6A5A22	Authorizes the district Chancellor to ***delegate powers to the CEO*** with approval of the Board.
BP 3A1B	Defines the college president or designee as responsible for budget preparation and coordination with the Academic Senate (IV.D.4-, IVD_KCCD-BP3entire_doc).
BP 4B10A3	Gives the responsibility of approving off-campus speakers in College facilities to the College President (IV.D.4-, IC_KCCD_BP4B10to12_doc).
BP 6A5B1 & Elements of Decision-Making	The BC President is the ***executive head of the college*** and is responsible to the Chancellor as reflected in the EDM flowchart (IV.D.4-, IVD_KCCD_Elements-DM_doc).
College President Job Description	-States the college president recommends the college budget to the Chancellor (BP 6A5B9) -States the college president will assume responsibility for the assignment of all staff (BP 6A5B3) (IV.D.4-, IVD_HR_JobDescripHome_web; IV.D.4-, IVD_KCCD_BCPres-JobDesc_doc)

While various policies define the role of the college president as the primary executive officer of the college with decision-making authority, perception data from the Districtwide Decision-Making Survey, Accreditation Surveys, Climate Surveys, and Improving Trust study illuminate concerns about the centralization of decision-making at the district office, as evidenced in respondents' responses to open ended questions regarding decision-making. Some examples include: 1) required district audit and approval of all expenditures, regardless of amount, 2) district chancellor and vice chancellor approval of the college budget, 3) chancellor approval of all personnel assignments, and 4) defined uniformity in processes for campus-based services such as Admissions and Records and Financial Aid (IV.D.4-, IVD_KCCD_DMSurveyFall13_doc; IV.D.4-, IVD_BC_AccrSrvy17analys_doc; IV.D.4-, IVD_BC_AccredSrv17narr_doc; IV.D.4-, IVD_KCCD_Climate2016_doc; IV.D.4-, IVD_KCCD_ImproveTrust_doc).

The College meets Standard IV.D.4.

IV.D.5 | District/system planning and evaluation are integrated with college planning and evaluation to improve student learning and achievement and institutional effectiveness.

District planning begins with the ***District Strategic Plan***. In 2015, KCCD finalized its most recent three-year strategic plan through a three-step process (IV.D.5-, IVD_KCCD_StrategPl15-18_doc). In fall 2014, a districtwide task force with representation from the three colleges in KCCD plus the DO updated the KCCD Mission, Vision, Values, High Level Goals and Key Objectives. The task force used

KCCD BOT 2017-19 Strategic Goals

Improve Student Access
Improve Student Success
Support Professional Development
Maintain Fiscal Stability
Review District Structure & Effectiveness

an online survey and focus groups (IV.D.5-, IVD_KCCD_Serrano30Apr14_eml). Focus groups looked at the mission, vision, values, and strategic of KCCD and shared how well they think our districtwide practices reflect those values and accomplish those goals. BC's College Council served as one of the focus groups as evidenced by their discussion of the KCCD Strategic Plan at their May 2, 2014 meeting. (IV.D.5-, IVD_CC_02May14-min_mtg; IV.D.5-, IVD_CC_InputKCCD-StrPln_doc).

The KCCD Board of Trustees approves the KCCD Strategic Plan and the individual college strategic plans. In spring 2015 the individual colleges updated their own Mission, Vision, and Values, and they created specific and measurable objectives and strategies with action plans and targets. In spring-summer 2015 the Chancellor, college presidents, and trustees reviewed the individual college strategic plans and folded them into the KCCD Strategic Plan to add specificity (IV.D.5-, IVD_KCCD_BC-alignment_doc).

Work is underway in the development of the 2018-21 KCCD Strategic Plan. The process began with the alignment of the 2017 Board of Trustees' Goals with the 2015-18 Strategic Plan.

Analysis and Evaluation
The colleges and district annually evaluate student learning and achievement through the review of the Student Success Scorecard of the California Community College Chancellor's Office (IV.D.5-, IVD_KCCD_BOTagndaStSuSc_mtg; IV.D.5-, IVD_KCCD_StSuSc-09Nov17_doc). The first evidence file

for the Student Success Scorecard shows the November 2017 and October 2016 agenda items where the Scorecard was presented to the Board of Trustees and the second evidence file is what was presented at the November 2017 meeting.

As discussed in detail in Standard IV.D.2, KCCD uses two primary methods to measure *institutional effectiveness*: 1) each entity conducts program review and evaluates its own programs and services, and 2) those who use the services evaluate them, usually through surveys and focus groups.

The *District Administrative Unit Review (DAUR)* allows the DO to collect and analyze end-user feedback from those at the colleges who utilize the services KCCD provides. (IV.D.5-, IVD_KCCD_DAUR_web). Bakersfield College has also collected perception data regarding the effectiveness of district services through *Accreditation Surveys* in December 2014 and September 2017 (IV.D.5-, IVD_BC_AccredSurvey2014_doc; IV.D.5-, IVD_BC_AccredSurvey17_doc). In our responses to Standards IV.D.2 and IV.D.3, we noted the positive perceptions of the services provided by IT and HR, as well as noted room for improvement in the effectiveness of the Business Services Department (IV.D.5-, IVD_BC_AccrSrvy17analys_doc; IV.D.5-, IVD_AIQ_AccSrvy17-first_doc).

BC's spring 2016 *Services Survey* also contributed to our collective understanding of the effectiveness of district services (IV.D.5-, IVD_BC_2016BC-SvcsSurvy_doc; IV.D.5-, IVD_AIQ_BC-Svcs-DOcntrl_doc). In our response to Standard IV.D.2, we noted that both Technology Support and Human Resources have a majority of favorable ratings by the BC employees.

The College meets Standard IV.D.5.

> **IV.D.6 |** Communication between colleges and districts/systems ensures effective operations of the colleges and should be timely, accurate, and complete in order for the colleges to make decisions effectively.

Communication between the colleges and the District happens in the KCCD structure in three avenues: 1) governance committees/councils, 2) administrative groups, and 3) operational groups.

Governance Committees & Councils: District Consultation Council (DCC)
Membership: All constituency groups, including Faculty Senate, CSEA, CCA, college presidents, and district vice chancellors; *Responsibilities*: Communicate ideas, concerns, and feedback regarding pending agenda items to the Council meetings. Members communicate back to constituent groups and gather input to be brought back to the next DCC meeting (IV.D.6-, IVD_DCC_Home_web; IV.D.6-, IVD_DCC_Purpose_doc).
Administrative Groups: Chancellor's Cabinet
Membership: college presidents and vice presidents, district vice chancellors; *Responsibilities*: Discuss the proposals to address issues across the District. Members return to college departments and constituency groups to gather input to be reported back.
Operational Groups: Ongoing district-wide taskforces, ad hoc task forces

> ***Membership***: college and district end-users, district IT, vice chancellors, college vice presidents of instruction and student affairs; ***Responsibilities***: Address focused, operational issues affecting college end-users daily work. For example, DO IT recently created an ad hoc task force focused on the Banner 9 upgrade (IV.D.6-, IVD_DO_ITBanner9Home_web).

In addition, as part of annual evaluation of the college President, the BC President prepares a State of the College report communicating the college's progress on our strategic goals. The BC president submits the report to the Chancellor and presents it to the Board of Trustees as required in the College President's contract (IV.D.6-, IVD_KCCD_BCPres-JobDesc_doc; IV.D.6-, IVD_SC_BC2017_doc).

Analysis and Evaluation
The timeliness, accuracy, and completeness of communication between the College and the District Office is evaluated using the ***KCCD Climate Survey,*** administered district-wide, and perception surveys administered by individual colleges. KCCD administered the districtwide Climate Survey in 2011, 2013, and 2016. In spring 2015, the DO conducted a follow-up study on the lowest rated item in the 2011 & 2013 surveys regarding trust between the colleges and the DO (IV.D.6-, IVD_KCCD_Climate2011_doc; IV.D.6-, IVD_KCCD_Climate2013_doc; IV.D.6-, IVD_KCCD_ImproveTrust_doc; IV.D.6-, IVD_KCCD_Climate2016_doc).

At their September 5, 2014 meeting, College Council discussed the analysis of the 2013 Climate Survey at length (IV.D.6-, IVD_CC_05Sep14-min_mtg). DCC reviewed the report at their October 28, 2014 meeting (IV.D.6-, IVD_DCC_28Oct14-min_mtg) and discussed the results of the 2015 Improving Trust Study at their April 28, 2015 and May 28, 2015 meetings (IV.D.6-, IVD_DCC_28Apr15-min_mtg; IV.D.6-, IVD_DCC_26May15-min_mtg).

KCCD understands effective communication relies on a strong foundation of trust; as such, KCCD has actively sought to understand and improve perceptions of trust by including in the climate survey specific questions regarding trust. In 2016, those who agreed or strongly agreed hit its highest point in 6 years at 32 percent (of total N=314).

The communication section of the KCCD Climate Survey directly measures the timeliness, accuracy, and completeness of communication between the college and the DO. The numbers below reflect that responses to prompts regarding effectiveness of communication have improved slightly since the 2014 survey. In 2016, 314 BC employees participated.

Statement	Agree or Strongly Agree	
	2013	2016
Relevant information affecting the district as a whole is communicated throughout the district	44%	48%
I understand the decision-making process for decisions affecting the district as a whole.	41%	45%
The district wide decision-making process is effective.	30%	35%

BC's December 2014 and September 2017 ***accreditation surveys*** advanced our understanding of the perception of effectiveness of district services (IV.D.6-, IVD_BC_AccredSurvey2014_doc; IV.D.6-, IVD_BC_AccredSurvey17_doc). Two questions directly addressed communication and show positive improvement in every measure from 2011 to 2017. (IV.D.6-, IVD_BC_Accred-Compare_doc; IV.D.6-, IVD_BC_AccrSrvy17analys_doc; IV.D.6-, IVD_AIQ_AccSrvy17-first_doc).

Statement	2011 (n=147)	2014 (n=270)	2017 (n=244)
The DO and colleges effectively communicate.	32.4%	39.6%	42.0%
The DO and the colleges exchange information in a timely manner.	33.3%	35.9%	43.5%

In 2017, the KCCD Chancellor took two specific steps to improve communication:

1) Created the Districtwide Budget Committee as recommended in the spring 2016 evaluation of the Budget Allocation Model (IV.D.6-, IVD_KCCD_DistBudgetComm_web), and
2) Included the college vice presidents in Chancellor's Cabinet.

Further evidence of the district's progress in improving communication with the colleges include:

Group	Communication Improvements
District Consultation Council	Monthly meetings; robust discussion and opportunity for feedback on new language in the Board Policy. (IV.D.6-, IVD_DCC_24Jan17-min_mtg; IV.D.6-, IVD_DCC_28Feb17-min_mtg; IV.D.6-, IVD_DCC_28Mar17-min_mtg)
Information Technology	-Quarterly District IT Newsletter called "IT Bytes;" (IV.D.6-, IVD_DO_ITBytes-Sum17_doc; IV.D.6-, IVD_DO_ITBytes_Fall17_doc) -Creation of a new IT intranet site focused on District IT's current projects and links to the help desk (IV.D.6-, IVD_DO_Moser-05Dec16_eml; IV.D.6-, IVD_DO_ITprojects_web) -Formed IT Advisory Committee spring 2018

The College meets Standard IV.D.6.

> **IV.D.7 |** The district/system CEO regularly evaluates district/system and college role delineations, governance and decision-making processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals for student achievement and learning. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.

In April 2012, KCCD developed its decision-making document, *The Elements of Decision Making (EDM),* which delineates the role and responsibilities within KCCD. The decision-making flowchart on page 12 of the document was revised in February 2016, based on a suggestion from the Follow-Up Team to make it less linear and incorporate feedback loops in the decision-making process (IV.D.7-, IVD_KCCD_Elements-DM_doc).

Three ways used by the Chancellor for evaluating the district-college role delineations, governance, and decision-making processes to assure their integrity and effectiveness in assisting the colleges are: 1) District Unit Reviews, 2) the KCCD Climate Survey, and 3) informal feedback and evaluation through the KCCD Chancellor's Cabinet, District Consultation Council, and meetings of the college vice-presidents. The District Unit Review website holds the District Office's unit reviews for the 2014-15, 2016-17, and 2017-18 academic years (IV.D.7-, IVD_KCCD_DAUR_web). In addition, as part of their annual retreat in January 2017, the Board established several goals that direct

evaluation of effectiveness of the district Human Resources, Educational Services, and complete implementation of the Districtwide Budget Allocation Model recommendations by 2019 (IV.D.7-, IVD_KCCD_BoardGoals1719_doc).

Analysis and Evaluation
The most recent data collection for an ***evaluation of the district's decision-making processes*** is the Districtwide Decision-Making Survey of Fall 2013 (IV.D.-, IVD_KCCD_DMSurveyFall13_doc). DCC reviewed the survey at the November 26, 2013 (IV.D.7-, IVD_DCC_26Nov13-min_mtg; IV.D.7-, IVD_DCC_23Sep14-min_mtg). The EDM states that it will be reviewed by Chancellor's Cabinet and the District Consultation Council every three years starting in the spring 2014.

As discussed at length throughout the standard, the district's ongoing evaluation of its effectiveness happens in three primary ways:

- The ***District Administrative Unit Review*** *(DAUR)* (IV.D.7-, IVD_KCCD_DAUR_web)
- The ***KCCD Climate Survey*** (IV.D.7-, IVD_KCCD _Climate2011_doc; IV.D.7-, IVD_KCCD _Climate2013_doc; IV.D.7-, IVD_KCCD _Climate2016_doc).
- College perception surveys such as the ***Accreditation Survey*** and ***Services Survey***

Analysis of the administration, discussion, and presentation of survey responses are discussed in detail throughout Standard IV.D.

KCCD and BC understand improvements in communication will lead to improvements in the knowledge of the district-wide decision-making processes. In addition, the Chancellor is re-examining procedures and practices to determine what things the decision-making authority is best kept at the college-level and what needs to be kept at the DO in order to meet the Board's goal to "develop and strengthen a collaborative culture amongst the District and Colleges" and to meet the requirements of the district-college authority balance described in Standard IV.D.4.

The College meets Standard IV.D.7.