



ORANGE COAST COLLEGE

**ACCREDITATION
FOLLOW-UP REPORT**

MARCH 2015



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2015 FOLLOW-UP REPORT

Submitted by:

Orange Coast College

2701 Fairview Road, P.O. Box 5005

Costa Mesa, California 92628-5005

Submitted to:

Accrediting Commission for Community and Junior Colleges,
Western Association of Schools and Colleges

March 2015

**CERTIFICATION of the
FOLLOW-UP REPORT**

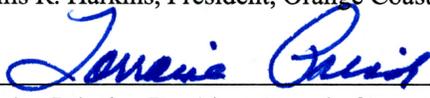
To: Accrediting Commission for Community and Junior College of
The Western Association of Schools and Colleges

From: Dr. Dennis R. Harkins, President
Orange Coast College
2701 Fairview Road, P.O. Box 5005
Costa Mesa, California 92628-5005

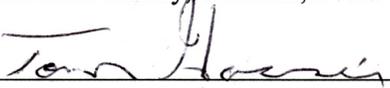
I certify there was broad participation by the campus community and believe this report accurately reflects the nature and substance of this institution.



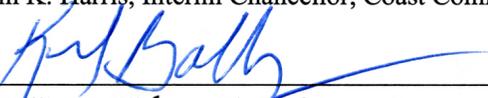
Dr. Dennis R. Harkins, President, Orange Coast College Date 2/19/2015



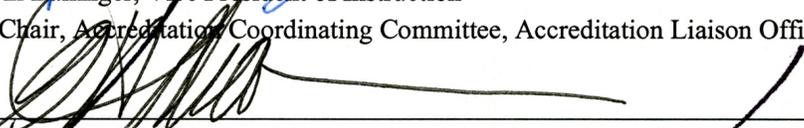
Dr. Lorraine Prinsky, President, Board of Trustees, Coast Community College District Date 2/19/15



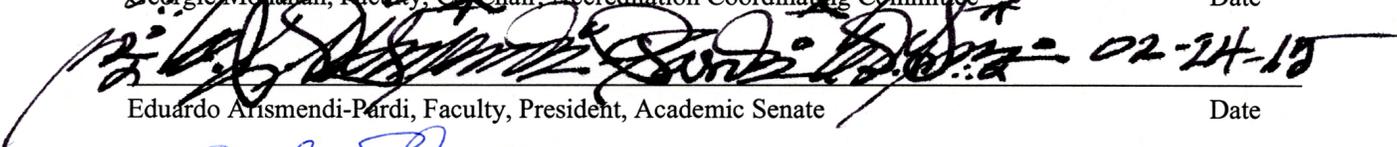
Dr. Tom K. Harris, Interim Chancellor, Coast Community College District Date 2/19/15



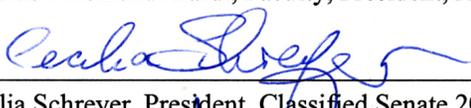
Kevin Ballinger, Vice President of Instruction Date 2/19/15
Co-Chair, Accreditation Coordinating Committee, Accreditation Liaison Office



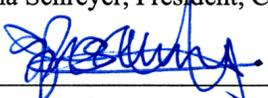
Georgie Monahan, Faculty, Co-Chair, Accreditation Coordinating Committee Date 3/2/2015



Eduardo Arismendi-Pardi, Faculty, President, Academic Senate Date 02-24-15



Cecilia Schreyer, President, Classified Senate 2014-2015 Date 2-25-15



Grishma Patel, President, Associated Students of Orange Coast College Date 2/25/15

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PROCESS OF REPORT PREPARATION

Based on discussions at the Chancellor’s Cabinet, in order to provide continuity, it was determined that, to the extent possible, the same district-wide workgroup who had previously worked on developing the responses to the ACCJC District-level recommendations included in the letters sent to the colleges by ACCJC in July 2013 develop the follow-up response to District Recommendation 2 for the reports due to ACCJC by March 15, 2015. The initial workgroup was constituted based on the recommendation of the Chancellor’s Cabinet, which is chaired by the Chancellor and is composed of the three College Presidents, the two Vice Chancellors, the Executive Director of Human Resources, and the District Director of Public Information and Governmental Affairs.

The members of the workgroup are listed below:

Coastline Community College
Ann Holliday, President Academic Senate
Margaret Lovig, Faculty
Dr. Pedro Gutierrez, Past President Academic Senate

Golden West College
Wes Bryan, President
Gregg Carr, Past President Academic Senate; President
CFE Ron Lowenberg, Dean
Kay Nguyen, Administrative Director & ALO

Orange Coast College
Denise Cabanel-Bleuer, Past President Academic Senate
Georgie Monahan, Faculty
Sheri Sterner, Administrative Director & ALO

District Office
Dr. Andreea Serban, Vice Chancellor Educational Services and Technology

At its October 9, 2014 meeting, the workgroup developed the division of responsibilities in terms of developing a draft response, the template to use for writing the draft response, and the evidence to be collected and analyzed in support of the response to ACCJC District Recommendation 2.

Analysis and Findings:

The 2014 Accreditation Follow-up Report documented and provided evidence for the extensive changes related to the creation of new board policies and administrative procedures or revisions of existing ones affecting the delegation of authority to the Chancellor and the College Presidents. The Accreditation Visiting Teams who visited the three colleges in April 2014 concluded in each of the three evaluation reports that “*The District has fully addressed the recommendation and meets the Standards.*”

The 2014 Accreditation Visiting Teams also noted in their conclusion the following:
“Tremendous improvement in the operationalization of the policies was evidenced. Since the operationalization of these policies is relatively new, close monitoring is needed to ensure smooth transition of the changes and to ensure college personnel understand the changes and work within agreed upon policies and procedures.”

This section provides an analysis and findings relative to the continued implementation and operationalization of the relevant board policies and administrative procedures.

BP 2200 Board Duties and Responsibilities ([DIS 2.1](#)) was revised in November 2013 and subsequently in April 2014 to include the Chancellor in the hiring and evaluation of the Board Secretary and the appointment and oversight of the District General Counsel, District External Auditor, and District Lobbyist. Previous language in the policy had these functions being selected and overseen exclusively by the Board of Trustees. In addition, BP 2905 General Counsel ([DIS 2.2](#)) was revised in December 2013 to define the working relationship and direction received from both the Board of Trustees and the Chancellor whereas previously the General Counsel received direction and oversight exclusively from the Board of Trustees. The revision specifies that the General Counsel reports regularly to both the Chancellor and the Board of Trustees and provides legal reports and advice as requested by the Chancellor or Board of Trustees, acting as a whole.

The Chancellor participated in the regularly scheduled managerial evaluation for the Board Secretary conducted on August 6, 2014. The Chancellor provided a written evaluation which was discussed along with the Board's evaluation of the Board Secretary at the closed session on August 6, 2014 ([DIS 2.3](#)).

In terms of oversight of the District Lobbyist, the Chancellor assigned the District Director of Public Information and Governmental Affairs to work with staff from the District Lobbyist's firm to arrange legislative visits and to represent the District's views in legislative sessions in Sacramento. Previously, the District Lobbyist's firm worked only with the Board of Trustees, but over the past two years staff from the District Lobbyist's firm has worked closely with the District Director of Public Information and Governmental Affairs as well.

In addition, the Chancellor delegated the Board Secretary to work with staff from the District Lobbyist's firm in working with the District Student Council. Staff from the District Lobbyist's firm facilitated Student Lobby Day by setting up appointments with legislative offices and arranging speakers for the students attending.

The Chancellor has met regularly with the General Counsel to provide guidance relative to topics of interest ([DIS 2.4](#)). In addition, the General Counsel has met regularly with the Vice Chancellor Administration and Fiscal Services and the Risk Services Manager regarding contracts and agreements. As stated in the revised BP 2905, the General Counsel has provided legal services to the District as authorized by the Chancellor, Board of Trustees, acting as a whole, Vice-Chancellors, College Presidents, the District's Chief Human Resource Officer, and Risk Manager including legal advice, research, training, and opinions to the Chancellor and Board of Trustees.

BP 2430 Delegation of Authority to CEO ([DIS 2.5](#)) was revised in December 2013 to more specifically define the delegation of authority to the Chancellor and the College Presidents. A new administrative procedure – AP 2430 ([DIS 2.6](#)) - was ratified in December 2013 that indicates the specific areas for which the Chancellor and the College Presidents are responsible. The administrative procedure was created based on discussions with the Chancellor and the College Presidents. While many examples can be provided to document the operationalization of BP/AP2430, below are some highlights.

Coastline Community College

The President led a collaborative and strategic planning process in 2011-12, as well as the development of an integrated planning process ([DIS 2.7](#)). The systematic implementation and evaluation of these plans are overseen by the Planning, Institutional Effectiveness, and Accreditation Committee (PIEAC) and the Wing Planning Councils ([DIS 2.8](#)). PIEAC and the Wing Councils are participatory governance committees that report to the College Council, which is chaired by the President. The Committees make recommendations to the President regarding planning priorities, budget allocations, and other college plans. The College completed the development of a Student Success Plan ([DIS 2.9](#)), which was presented to the Board of Trustees on November 5, 2014.

The College's master plan (or strategic plan) is focused primarily on student learning, teaching, and success. The integrated planning process ensures that funds are allocated to support the College's mission, goals, and priorities as demonstrated on the resource allocation rubric ([DIS 2.10](#)). For example, beginning in Fall 2014-Spring 2015, the College will launch a Center for Teaching and Learning (CTL) to improve course quality and support faculty professional development. Funding for the CTL is reflected in the allocations recommended by PIEAC and approved by the President ([DIS 2.11](#)).

The President has strengthened support for general education and CTE programs by hiring more full-time faculty. In 2013-14, the President approved the hiring of full-time faculty in the following disciplines: Chemistry, Counseling, Business, Sociology/Human Services and Philosophy ([DIS 2.12](#)). Some the disciplines had no full-time faculty. For academic year 2014-15, four full time faculty were hired to strengthen support for programs and student success.

Golden West College

As stated in AP 2430, the President provides leadership in the development and implementation of a sustainable and integrated strategic plan. Golden West College developed the College Educational Master Plan 2011-16 ([DIS 2.13](#)), College Facilities Master Plan ([DIS 2.14](#)) and Student Success and Support Program (SSSP) Plan ([DIS 2.15](#)), the latter was presented to the Board of Trustees on October 15, 2014. Each of these plans is being implemented according to stated goals, objectives and timelines.

The President provides leadership in the development and implementation of career technical education to meet the needs in the community. Golden West College was selected by the District at the November 5, 2014 Board of Trustees meeting to submit an application for a Bachelor's Degree in Community Corrections ([DIS 2.16](#)).

The President provides leadership in the development and implementation of a comprehensive enrollment management plan. Golden West College developed an Enrollment Management Plan ([DIS 2.17](#)) which is being implemented.

In addition, the College's Planning and Decision-Making Guide ([DIS 2.18](#)) provides additional evidence regarding the operationalization of the delegated authority to the President.

Orange Coast College

In March 2013 the college received commendations from the site visiting team for its planning, transparency, and commitment to the principles of participatory governance that has resulted in a culture of openness. In addition the college was commended for its broad dissemination and acceptance of its decision making document. Since the site visit the college under the direction of the College President, has reviewed and revised the college mission, vision, and updated its strategic plan, the OCC Educational Master Plan according to the time frames established in the decision making document. The College Council has adopted key performance indicators that are in alignment with the Coast District Master Plan.

The campus internal portal page demonstrates ([DIS 2.19](#)) the operationalization of the delegation of authority along with links to letters and flow charts. This link is available to all college employees. On this portal site, flow charts are available to some of the common procedures such as routing for Presidential approval, travel approval, standard contract routing, and summaries of types of campus approval processes ([DIS 2.20](#)). All of these approvals are transparent to the campus and can be found on this portal site ([DIS 2.21](#)). This information, along with the Orange Coast College Decision Making Document ([DIS 2.22](#)), delineates the delegation of authority, the flow of the processes, and the operationalization of ongoing specific examples.

BP 6340 Bids and Contracts ([DIS 2.23](#)) was revised in December 2013 to delegate the authority to the Chancellor to enter into contracts for work to be done, services to be performed or for goods, equipment or supplies to be furnished or sold to the District that do not exceed the amounts specified in Public Contract Code Section 20651, as amended annually under Public Contract Code Section 20651(d), without requiring prior approval by the Board but ratification by the Board. This is a significant change in actual delegation of authority to the Chancellor.

Prior to this change, any contract, service, or purchase, regardless of dollar amount required prior approval of the Board, which had an impact on the ability of the District to operate efficiently. The associated AP 6340 ([DIS 2.24](#)), ratified in December 2013, defined the delegation of authority from the Chancellor to the Vice Chancellor of Fiscal and

Administrative Services.

The operational implementation of the revised or new relevant board policies and administrative procedures was defined and communicated to all district managers on January 23, 2014 by the manager of the District Risk Services. The changes were implemented effective with the Board meeting on February 5, 2014 ([DIS 2.25](#), [DIS 2.26](#)). As evidenced by Board agendas since February 2014, the operationalization of BP 6430 and AP 6430 has continued consistently.

As with any new processes, refinements do occur over the time to provide clarification and improvements. A revision of BP 6430 was brought to the Board of Trustees for first reading at the Board meeting on August 6, 2014. This revision provided clarification as follows: “Irrespective of whether bids are required under the Public Contract Code, the Chancellor may approve, subject to subsequent Board ratification, only contracts which do not exceed, for the total duration of the contract, the amounts specified in Public Contract Code Section 20651, as amended annually under Public Contract Code Section 20651(d).” Based on additional feedback from the Board of Trustees and General Counsel, the revised BP 6430 ([DIS 2.27](#)) was approved at the November 19, 2014 Board meeting.

An additional clarification was also included in a subsequent revision of BP 6100 Delegation of Authority to the Chancellor ([DIS 2.28](#)) associated with fiscal matters. The following paragraph was revised to read “The Chancellor may amend the terms and conditions of any contract which the Chancellor has approved pursuant to delegated authority, so long as the terms of the amended contract still are within the scope of the delegated authority, subject to subsequent ratification by the Board of Trustees.” This revision of BP 6100 was brought to the Board of Trustees for first reading at the August 6, 2014 Board meeting and was approved at the November 19, 2014 Board meeting.

The procedures created and distributed in February 2014 regarding the submission and review of contracts were revised to reflect the clarification included in BP 6340 Bids and Contracts. The revised procedures were distributed to all managers and their assistants, as applicable, on September 18, 2014 ([DIS 2.29](#), [DIS 2.30](#)). In addition, BP 6934 Limited Authority to Settle Liability Claims was revised to increase the amount that the Vice Chancellor Fiscal and Administrative is authorized to settle claims on behalf of the District without prior Board approval from \$5,000 to \$10,000. The revised BP 6934 was approved at the December 10, 2014 Board meeting ([DIS 2.31](#)).

A new board policy related to the delegation of authority to the Chancellor related to personnel matters was created - BP 7110 - which combined a number of disparate policies and more clearly articulated the type of personnel actions that the Chancellor could undertake without prior approval by the Board but rather ratification by the Board to effectively run the operations of the District. The new BP 7110 was approved by the Board in December 2013. The associated AP 7110 defined the delegation of authority from the Chancellor to the Vice Chancellor of Human Resources and was ratified in December 2013. Subsequently, as it was the case with BP 6100 and BP 6430, BP 7110 has been further revised to clarify language. A revised version of BP 7110 was brought for first reading to the November 5, 2014 Board meeting and was approved at the December 10, 2014 Board meeting ([DIS 2.32](#)). The

operationalized of BP 7110 has continued consistently since its adoption in December 2013 as evidenced by personnel related items on Board agendas ([DIS 2.33](#)).

Conclusion:

The District and the Board of Trustees have continued the implementation and operationalization of the board policies and administrative procedures related to the delegation of authority to the Chancellor and the College Presidents.

This recommendation is fully addressed and the colleges meet the standards.

EVIDENCE

DIS 2.1 BP 2200 Board Duties and Responsibilities

DIS 2.2 BP 2905 General Counsel

DIS 2.3 Closed Session Agenda August 6, 2014

DIS 2.4 List of Chancellor's meetings with the General Counsel January 2014- November 2014

DIS 2.5 BP 2430 Delegation of Authority to CEO

DIS 2.6 AP 2430 Delegation of Authority to CEO

DIS 2.7 Coastline Community College Integrated Planning Process

DIS 2.8 Coastline Community College Wing Planning Councils

DIS 2.9 Coastline Community College Student Success Plan

DIS 2.10 Coastline Community College 2014-15 Resource Allocation Rubric

DIS 2.11 Coastline Community College 2014-15 PIEAC Prioritization Funding Requests

DIS 2.12 Coastline Community College 2013-14 Faculty Prioritization Letter

DIS 2.13 Golden West College Educational Master Plan 2011-16

DIS 2.14 Golden West College Facilities Master Plan

DIS 2.15 Golden West College Student Success and Support Program Plan

DIS 2.16 Golden West College Application for Offering Baccalaureate Degree Program

DIS 2.17 Golden West College Enrollment Management Plan

DIS 2.18 Golden West College Planning and Decision-Making Guide

DIS 2.19 Campus Approvals

DIS 2.20 Presidential/Approval/Travel Flow Charts & Contract Routing

DIS 2.21 Orange Coast College Presidential Approval Request Portal Screenshot

DIS 2.22 Orange Coast College Decision Making Document

DIS 2.23 BP 6340 Bids and Contracts Approved December 2013

DIS 2.24 AP 6340 Bids and Contracts Ratified December 2013

DIS 2.25 Memorandum to District Managers Support Staff Regarding Delegation Authority
Contracts Submission Review 1/23/2014

DIS 2.26 Contract Submission and Review Procedures 1/22/2014

DIS 2.27 BP 6430 Bids and Contracts Approved November 2014

DIS 2.28 BP 6100 Delegation of Authority to the Chancellor Approved November 2014

DIS 2.29 E-mail from Risk Services Manager Regarding Revision of Procedures for
Submission and Review of Contracts 9/18/2014

DIS 2.30 CCCD Contract Submission and Review Procedures 9/18/2014

DIS 2.31 BP 6934 Limited Authority to Settle Liability Claims Approved December 2014

DIS 2.32 BP 7110 Delegation of Authority to the Chancellor Human Resources Approved
December 2014

DIS 2.33 Examples of continued operationalization of BP 7110



ORANGE COAST COLLEGE

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Dennis Harkins, Ph.D., President

COAST COMMUNITY COLLEGE DISTRICT BOARD OF TRUSTEES

David A. Grant, Mary L. Hornbuckle, Jim Moreno, Jerry Patterson,
Lorraine Prinsky, Ph.D., Student Trustee

Tom K. Harris, Ed.D., Interim Chancellor