# Decision Making Resource Manual:
# Structure, Function and Alignment

## Date of Last Revision: May 2023

District Offices
1830 West Romneya Drive
Anaheim, CA 92801-1819
http://www.nocccd.edu

Fullerton College
321 East Chapman Avenue
Fullerton, CA 92832
http://www.fullcoll.edu

Cypress College
9200 Valley View Street
Cypress, CA 90630
http://www.cypresscollege.edu

North Orange Continuing Education
1830 West Romneya Drive
Anaheim, CA 92801-1819
http://www.NOCE.edu

**North Orange County Community College District**
**Decision Making Resource Manual:**
**Structure, Function and Alignment**

California Code of Regulations for Collegial Consultation
      Academic Senate (Title 5, Sections 53200—53206)
      Faculty (Title 5, Section 51023)
      Staff (Title 5, Section 51023.5)
      Students (Title 5, Section 51023.7)
NOCCCD Board Policy 2510 Participation in Local Decision-making
NOCCCD Administrative Procedure 2510 Participation in Local Decision-making

 Board Policies and Administrative Procedures are available online at:
*https://www.nocccd.edu/policies-and-procedures*

NOCCCD IT Governance Structure and Framework (2021)

## Prologue

The collegial culture in the North Orange County Community College District (NOCCCD) rests on a partnership in which Board members, faculty, staff, administration, and students participate in making decisions. The members of this District are united by a collective, shared vision that student success is the most important endeavor.

Making progress toward this important collective vision is possible only in an atmosphere of collegiality and mutual respect. Toward that goal, in July 2011, 40 NOCCCD faculty, staff, administrators, and Trustees were interviewed to ascertain their current concerns and their visions for the future of the campuses and district. The following nine themes describe the group's collective vision of NOCCCD's potential in the next decade:

1. NOCCCD will be student-centered.
2. Each NOCCCD campus will have a distinctive identity.
3. NOCCCD will be innovative.
4. NOCCCD will be courageous.
5. NOCCCD will communicate effectively within the district.
6. NOCCCD will be characterized by mutual respect for all sites within the district.
7. NOCCCD will be proactively compliant.
8. NOCCCD will have strong educational partnerships.
9. NOCCCD will reflect the community.

The fifth theme is of particular relevance to this document. The following suggestions were offered as strategies for strengthening trust in NOCCCD leadership:

- Clearly define roles for employees at all levels of NOCCCD;
- Clearly articulate decision-making processes;
- Develop goals and priorities through collaboration;
- Develop systems of accountability to ensure consistent adherence to those goals and priorities;
- Rely on data to make decisions and set priorities; and
- Create venues for representatives of the sites to collaborate with each other for the benefit of students District-wide.

The purpose of this resource manual is to describe how decisions are made in the North Orange County Community College District and has been developed with the goal of improving communication and trust across NOCCCD. These decision-making processes reflect the mechanisms by which NOCCCD ensures that there are opportunities for meaningful collaboration and that the voices of the constituent groups are heard in making decisions.

This document delineates the processes by which recommendations to the Chancellor are developed by describing:

- The structure and function of each group that contributes to the development of those recommendations and
- The alignment of the groups to one another.

This *North Orange County Community College District 2012 Decision Making Manual: Structure, Function, and Alignment* is reviewed and updated on a regular basis to maintain credibility as a valuable resource. The regular updates will reflect minor changes, such as in descriptions, timelines, or processes as well as substantive updates in content and processes. The regular update and review should occur no less than every three years. The assessment of the NOCCCD's decision making process occurs as part of the District assessment of its overall planning processes. This timeline and assessment process is further described in the "Assessment of Planning and Decision-Making Processes" section of the *North Orange County Community College District 2012 Integrated Planning Manual*. As an overview, the assessment includes gathering input district-wide and then using those results to prepare an assessment report that is submitted to the District Consultation Council. The District Consultation Council reviews the assessment report and recommends revisions to decision-making processes as warranted based on that assessment. The *North Orange County Community College District 2012 Decision Making Manual: Structure, Function, and Alignment* is then updated to reflect any agreed-upon changes. Through these review processes this document is maintained to reflect the inevitable changes in decision-making processes that are to be expected as part of NOCCCD's cycle of continuous improvement.

**Roles of Constituents in District-level Decision Making**

The constituents in NOCCCD participate in making decisions at the district level appropriate in scope to their roles within the District. The role in making decisions for each constituency described below is derived from the California Code of Regulations, NOCCCD Board Policies, and NOCCCD practices, procedures and job descriptions. The relevant sections of the California Code of Regulations are included in the appendix of this document.

Board of Trustees
The role of the Board of Trustees in making decisions is to determine policy and to serve as NOCCCD's legal and fiduciary body.

The Board of Trustees maintains, operates, and governs NOCCCD in accordance with all applicable laws and regulations. As an independent policy-making body responsible for policies as well as legal and fiscal issues, the Board's ultimate responsibility is to ensure that the NOCCCD mission is fulfilled and that NOCCCD's financial resources are dedicated to providing sound educational programs.

The Board of Trustees consists of seven locally elected Trustees who represent and must reside in the trustee area they represent. One trustee is elected by the qualified voters from each of the seven trustee areas to serve four-year terms. The Board annually elects a president, vice president, and secretary of the Board. The Chancellor serves as the Board's Executive Secretary.

Two student trustees are elected annually, each representing the students at one of the two colleges. The Student Trustees have the same responsibilities as all trustees to represent the interest of the entire community. In addition, they provide a student perspective on the issues facing the Board. The Student Trustees receive all materials sent to other members of the Board, except those pertaining to closed session matters; attend all open session board meetings; ask questions; participate in discussions; and cast an advisory, nonbinding vote on the matters that come before the Board.

California State Education Code Section 70902 identifies the Board of Trustees as the NOCCCD's legal and fiduciary body and outlines associated responsibilities. The Board affirms its role and responsibilities in *Board Policy 2200: Board Duties and Responsibilities* which includes this list of specific duties:

- Adopt policies that define the institutional mission and set prudent, ethical, and legal standards for campus operations.
- Hire a Chancellor and delegate to the Chancellor the authority to implement Board policies and decisions and other duties the Board of Trustees may prescribe.
- Establish policies for and approve comprehensive academic and facilities plans.
- Establish policies for and approve courses of instruction and educational programs, academic standards and graduation requirements, and rules governing student conduct.
- Monitor institutional performance, educational quality, and compliance with accreditation standards.
- Assure fiscal health and stability including adopting operational and capital outlay budgets and determining the need for tax or bond elections.

- Hold and convey property for the use and benefit of the District and manage and control District property.
- Employ and assign all personnel and establish employment practices, salaries, and benefits for all employees.
- Establish procedures for effective involvement of faculty, staff, and students in local governance.

Chancellor

The role of the NOCCCD Chancellor in making decisions is determined by the authority delegated to this position by the Board of Trustees.

The Chancellor is the chief representative of the Board and is responsible directly to the Board. The Board 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. (See *Board Policy 2430: Delegation of Authority to Chancellor*.)

NOCCCD governance and organizational groups forward their recommendations to the District Consultation Council which in turn makes a recommendation regarding the issue to the Chancellor. The Chancellor reviews the recommendation and does one of the following:

- Approves the recommendation and directs implementation; or
- Makes minor modifications, directs implementation, and notifies the District Consultation Council about the minor modification; or
- Returns the recommendation to the group that developed the recommendation for further consideration.

College and NOCE Presidents

The role of the Presidents in making decisions at the district level is to articulate recommendations directly to the Chancellor in matters assigned in their job descriptions. In addition to making decisions at the campus level, these matters include serving as the primary advocate for their college/school at the district level and with the Board of Trustees for financial needs, policy issues, special projects and the promotion of campus goals.

Faculty

The role of full- and part-time faculty members in making decisions at the district level is to participate in:

- The development of recommendations to the Chancellor on academic and professional matters as outlined in state regulations and
- The processes for developing recommendations that have or will have a significant effect on them.

Faculty are represented in academic and professional matters by Academic/Faculty Senates at each campus. As provided in *Board Policy 2510: Participation in Local Decision-Making*, the Board of Trustees recognizes the authority of the Academic /Faculty Senates with respect to academic and professional matters in accord with provisions of Title 5 of the California Code of Regulations. The academic and professional matters on which the Board will rely primarily on the Academic/Faculty Senates are:

1. Curriculum, including establishing prerequisites and placing courses within disciplines;
2. Degree and certificate requirements;
3. Grading policies;
4. Standards or policies regarding student preparation and success;
5. Faculty roles and involvement in accreditation processes, including self-studies and annual reports; and
6. Policies for faculty professional development activities.

The academic and professional matters on which the Board will seek mutual agreement with the Academic/Faculty Senates are:

1. Educational program development and educational program discontinuance;
2. District and college governance structures as related to faculty roles;
3. Processes for program review;
4. Processes for institutional planning and budget development; and
5. Other academic and professional matters as mutually agreed by the Board of Trustees and the senate(s).

Refer to sections 2.1.2., 2.2.2., and 2.2.3. of Board Policy 2510 in the appendix of this document for processes that the Board follows when an Academic/Faculty Senates' recommendation is not accepted.

The following resources related to the role of the Academic/Faculty Senates in making decisions at the district level are included in the appendix of this document:

1. *Board Policy and Administrative Procedure 2510 Participation in Local Decision-Making* and
2. California Code of Regulations Title 5, Section 53200.

For matters related to working conditions within the scope of collective bargaining, full time-time faculty are represented by United Faculty (NOCCCD, CCA/CTA/NEA) and part-time faculty are represented by Adjunct Faculty United (Local 6106, AFT/CFT).

Staff
The role of staff members in making decisions at the district level is to participate in:

- The development of recommendations to the Chancellor on issues that have or will have a significant effect on them and
- The processes for developing those recommendations.

The specific matters identified as having a significant effect on classified are identified in the California Code of Regulations excerpt included in the appendix of this document.

*Board Policy 2510 Participation in Local Decision-Making* affirms that recommendations and positions developed by staff will be given every reasonable consideration prior to action on a matter having a significant effect on them.

There are two categories of staff members: classified staff and confidential employees. Classified staff members are represented by Classified School Employees Association Chapter 167 (CSEA) in matters related to working conditions within the scope of collective bargaining. Confidential employees do not bargain collectively, but are represented in their working relationship with NOCCCD by the Confidential Employees Group. As the exclusive representative of NOCCCD classified employees, CSEA is responsible for appointing representatives from the classified employees to specified committees per the CSEA Collective Bargaining Agreement Article 5.5 and California Education Code 70901.2(a). The Confidential Employees Group is responsible for appointing representatives from the confidential employees to specified committees.

The following resources related to the role of staff in making decisions at the district level are included in the appendix of this document:

1. *Board Policy and Administrative Procedure 2510 Participation in Local Decision-Making* and
2. California Code of Regulations Title 5, Section 53200.

Students
The role of students in making decisions at the district level is to participate in:

- The development of recommendations to the Chancellor on issues that have or will have a significant effect on them and
- The processes for developing those recommendations.

The following specific matters are identified in the California Code of Regulations as having a significant effect on students:

1. Grading policies;
2. Codes of student conduct;
3. Academic disciplinary policies;
4. Curriculum development;
5. Courses or programs that should be initiated or discontinued;
6. Processes for institutional planning and budget development;
7. Standards and policies regarding student preparation and success;
8. Student services planning and development;
9. Student fees within the authority of the district to adopt; and

10. Any other district and college policy, procedure or related matter that the district governing board determines will have significant effect on students.

The Board recognizes the Fullerton College Associated Students and the Cypress College Associated Students as the official voices for students in NOCCCD (*Board Policy 5400: Associated Students Organization*). In accordance with *Board Policy 2510 Participation in Local Decision-Making*, the Associated Students are given an opportunity to participate effectively in the formulation and development of district policies and procedures that have a significant effect on them, and the recommendations and positions of the Associated Students are given reasonable consideration.

The following resources related to students' role in making decisions at the district level are included in the appendix of this document:

1. *Board Policy and Administrative Procedure 2510 Participation in Local Decision-Making* and
2. California Code of Regulations Title 5, Section 53200.

Administrators

The role of administrators in making decisions at the district level is determined by the scope of responsibility and authority delegated in job descriptions for administrative positions.

Drawn from various job descriptions for administrative positions, NOCCCD administrators are responsible to:

• Provide effective leadership and support in planning and accreditation;
• Implement and evaluate district objectives related to their area;
• Adhere to the legal and ethical standards as well as policies established by the Board of Trustees;
• Oversee the effective use of institutional resources;
• Make recommendations concerning the hiring of personnel;
• Make contributions to the development and improvement of all NOCCCD functions;
• Perform duties as outlined in their job descriptions and agreed upon by managers and their supervisors;
• Implement best practices and courses of action;
• Make appropriate decisions within their respective areas of responsibility;
• Assume responsibility for ensuring implementation of activities based on applicable recommendations and college goals;
• Evaluate the effectiveness of activities in order to support and facilitate the educational process and ensure the institution's effectiveness;
• Initiate new ideas, improvements and promote quality and responsiveness in District operations; and
• Lead the units for which they are responsible.

The Chancellor, vice chancellors, college and NOCE presidents, are designated by the Board of Trustees as the Executive Officers of the District. Other than these Executive Officers, administrators are represented by the District Management Association, which is responsible for appointing administrators to specified committees.

**Types of Groups that Develop Recommendations**

All NOCCCD professionals are mission-driven, meaning that they are committed to making decisions with student success and well-being as their primary consideration.

Within the context of a primary focus on students, decision-making in NOCCCD is grounded in respect for each constituency's roles and scope of authority. Key committees have representation from the various constituent groups and members understand that they are responsible to their particular constituency in two ways: to share input from the constituent group to the committee and to share information and dialogue from the committee with their constituent group. Committee members also understand that their collective work product is a recommendation that is subsequently forwarded to the next individual or group in the decision-making process.

The NOCCCD groups that provide recommendations in the decision-making process are organized into three categories based on the group's responsibilities and its source of authority. The groups in all three categories are essential to the involvement of the NOCCCD community in both being informed about issues of district-wide importance, making decisions, and serving as conduits of information to and from the constituents. The membership in each type of group is determined by the source of authority on which the group is based.

1. **Governance Committees/Councils**
   Governance committees/councils are those whose authority is derived from law and regulation, either as written expressly in the law/regulation or as delegated by another group that possesses said authority. Examples of district-level governance committees/councils are District Consultation Council and Council on Budget & Facilities. Members of district-level governance committees/councils represent specific constituencies and as such, serve as a liaison to bring information from the constituent group into the district-level dialogue and from the district-level governance committees/councils back to their constituents. The membership and charge of these committees/councils are described in this document. Recommendations developed by district and campus governance committees/councils flow through a sequence of well-defined steps before the recommendations are forwarded to the Chancellor.

2. **Organizational Groups**
   Organizational groups assist the Chancellor in implementing the Board's plans and policies by coordinating operational, procedural and policy implementation. The authority for the members of organizational groups is derived from the Board of Trustees or the Chancellor through the assignment of responsibilities on job descriptions and appointment to positions within NOCCCD. Examples of district-level organizational groups are Chancellor's Staff and the Technology Implementation Committee. Membership in NOCCCD organizational groups is determined by the position held within the district. The membership and purpose of these groups are described in this document.

3. **Ad Hoc Workgroups**

   Ad hoc workgroups are formed to create a venue for conversations on topics deemed by NOCCCD to require timely and concentrated district-wide energy.  Instead of being required by law or regulation, these groups are charged by the Chancellor or one of the Coordinating Councils to perform specific functions that benefit the entire district.  Ad hoc workgroups function for a specific purpose for a limited period of time.  Membership in an ad hoc workgroup is either voluntary or by appointment.  Since these groups are formed as needed and discontinued when the project is completed, there is no description of the membership and purpose in these workgroups in this document.  A 2022 example of an Ad Hoc Workgroup is the Security and Compliance Workgroup, stood up to specifically address the topics and concerns as a result of the cyber security incident in January 2022.

**NOCCCD Governance Groups**

Governance groups are those whose authority is derived from law and regulation, either as written expressly in the law/regulation or as delegated by another group that possesses said authority. Members of NOCCCD governance groups represent specific constituencies and as such, serve as the liaison to bring information from the constituent group into the district-level dialogue and from the NOCCCD governance group back to their constituents. The NOCCCD governance structure consists of a District Consultation Council with four sub-committees.

**District Consultation Council**

**Charge**

The District Consultation Council meets monthly to:

- Make recommendations to the Chancellor on policy matters, instruction and student services, budget, the integration of planning and resource allocation, and other matters of the district;
- Promote communication and foster an awareness of district-wide perspectives among the students, faculty, classified staff and administration concerning the welfare, growth, and sustainable quality improvement within NOCCCD;
- Identify common areas of concern that require further study and forward these to the appropriate coordinating council or operational group;
- Annually review reports of progress on District Strategic Directions and District Objectives;
- Oversee the development, evaluation and integration of the Comprehensive Master Plan; and
- Monitor compliance with accreditation standards related to district functions.

**Membership**

Chancellor, Chair
Administrative Support Manager, Chancellor's Office (Recording Secretary)
President, Cypress College
President, Fullerton College
President, North Orange Continuing Education
Vice Chancellor, Educational Services and Technology
Vice Chancellor, Finance and Facilities
Vice Chancellor, Human Resources
District Director, Public and Governmental Affairs
District Director, Enterprise IT Applications Support and Development
District Director, Diversity, Culture, and Inclusion
President plus 1 designee, Cypress College Academic Senate
President plus 1 designee, Fullerton College Faculty Senate
President plus 1 designee, North Orange Continuing Education Academic Senate
President plus 1 designee, United Faculty Association
President or designee, Adjunct Faculty United
President plus 1 designee, Classified School Employees Association

President, Confidential Employees Group

President, District Management Association

Student Body President or designee, Cypress College

Student Body President or designee, Fullerton College

Student Leader, NOCE

**Subcommittees**

Recommendations from the following subcommittees are forwarded to the District Consultation Council:

- Council on Budget & Facilities
- District Curriculum Coordinating Committee
- Institutional Effectiveness Coordinating Council
- District Technology Committee

Membership in the subcommittees is identified in April for the next academic year.

| Consultation Council Subcommittees | Purpose | Membership |
|---|---|---|
| **Council on Budget & Facilities** | • Make recommendations to District Consultation Council on policies, planning and other matters related to fiscal resources and facilities<br>• Ensure that NOCCCD resources are tied to the District Strategic Plan and the Comprehensive Master Plan<br>• Monitor the NOCCCD's fiscal solvency<br>• Review budget assumptions<br>• Review NOCCCD 5-year Construction Plan, NOCCCD Space Inventory Report, and NOCCCD scheduled maintenance priorities<br>• Review and discuss implementation of policies related to fiscal resources and facilities<br>• Coordinate practices as needed related to administrative services<br>• Serve as a forum for dialogue on ongoing fiscal and facilities activities and reporting<br>• Review and share information on the state budget including capital outlay funds<br>• Review the draft budget in its developmental stages | • Vice Chancellor, Human Resources (Chair)<br>• Vice Chancellor, Finance & Facilities<br>• Vice Chancellor, Educational Services & Technology<br>• District Director, Fiscal Affairs<br>• VP of Administrative Services – CC and FC<br>• Director, Administrative Services – NOCE<br>• One faculty from each site appointed by the Academic/Faculty Senate– CC, FC, and NOCE<br>• Two representatives appointed by CSEA<br>• United Faculty Representative<br>• Adjunct Faculty United Representative<br>• District Management Association Representative<br>• Confidential Employees Group Representative<br>• One student from each site appointed by Associated Students or other appropriate body for NOCE – CC, FC, and NOCE |
| **District Curriculum Coordinating Committee** | • Reviews curriculum prior to being submitted to the Chancellor<br>• Serve as NOCCCD's highest authority for interpreting Title 5 curricular requirements<br>• Serve as a resource to District Consultation Council on curricular issues | • Vice Chancellor, Educational Services & Technology (non-voting chair)<br>• Two faculty from each site appointed by the Academic/Faculty Senate – CC, FC, and NOCE<br>• Administrative representative of the curriculum committee at each site – CC, FC, and NOCE<br>• Non-voting members: CC, FC, and NOCE Presidents |
| **Institutional Effectiveness Coordinating Council** | • Make recommendations to District Consultation Council on policies, planning and other matters related to accreditation and mandated reporting<br>• Review and discuss implementation of policies related to research, accreditation and MIS reporting | • Vice Chancellor, Educational Services & Technology (non-voting Chair)<br>• Director, Institutional Research & Planning – CC, FC and NOCE<br>• District Director, Research, Planning, & Data Management |

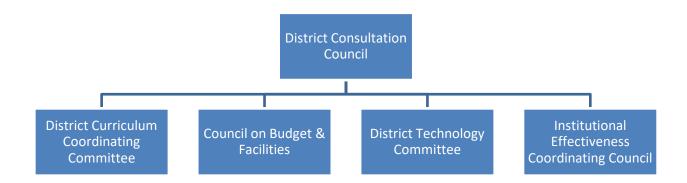| | | |
|---|---|---|
| | • Coordinate practices as needed related to research, accreditation and MIS reporting<br>• Collaborate on the analysis and interpretation of data<br>• Prepare progress reports to describe progress in achieving the objectives in the District-wide Strategic Plan<br>• IECC meets four times a year (October, November, April, May); additional meetings can be called on an as-needed basis | • District Director, Enterprise IT Applications Support & Development<br>• Two faculty from each site appointed by the Academic/Faculty Senate; at least one of these faculty also serves on the District Consultation Council – CC, FC, and NOCE<br>• Accreditation Liaison Officers from each college - CC and FC<br>• One student from each college appointed by Associated Students or other appropriate body for NOCE – CC, FC, and NOCE |
| **District Technology Committee** | The purpose of the NOCCCD District Technology Committee is to serve in an advisory capacity to faculty, staff and administrators on matters pertaining to instructional, administrative and student services computing, telecommunications, and other technologies. The committee will develop and support the strategic technology plan, policies, procedures and standards for the District and colleges. The committee is responsible for researching, planning, and providing technology solutions to meet the needs of the North Orange County Community College District.<br><br>Specifically, DTC serves the following purposes:<br><br>1. Develop and recommend District policies, procedures, and standards that:<br> a. Address the acquisition and use of technology.<br> b. Ensure the security and business continuity of the District's business critical systems.<br> c. Ensure compliance with state and federal laws.<br>2. Develop and regularly review the District Strategic Technology Plan to ensure that it:<br> a. incorporates leading practices in the District's use of technology;<br> b. supports the success of all students through the development and/or acquisition of instructional and student support technologies, including the delivery of instructional media and online instruction and support; | • Vice Chancellor of Educational Services & Technology (non-voting chair)<br>• One faculty from each site – appointed by the Academic/Faculty Senates (3 total)<br>• One representative from each budget center – appointed by the Presidents and by the Chancellor for District Services (4 total)<br>• IT managers from all sites – 5 total<br>• Faculty DE coordinator from each site – 3 total<br>• Campus budget officers and District Fiscal Rep– 4 total<br>• One student from each site – appointed by AS or other appropriate body for NOCE (3 total)<br>• 1 each from Adjunct Faculty United, Confidentials, DMA, and United Faculty – appointed by the named bodies (4 total)<br>• Site based IT technical leads – appointed by CSEA (4 total)<br>• 1 VPI rep (rotating) and 1 VPSS rep (rotating) – 2 total |

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|---|---|---|
| | c. aligns with state recommendations and state's allocation of resources;<br>d. aligns with the District's Educational and Facilities Master Plan (EFMP) and the strategic directions and goals contained therein;<br>e. aligns with the work of the colleges' planning/budget committees and/or technology committees;<br>f. addresses licensing responsibility, system and data security, training and education, and project/initiative completion.<br><br>3. Promote the use of technology to increase efficiency of District operations, to support teaching, and to enhance student learning.<br>4. Review technology-related recommendations from the colleges for cost effectiveness and District-wide compatibility.<br>5. Identify, prioritize, and recommend areas for expansion of technology utilization for the enhancement of instructional programs, student services and the management of the District and colleges.<br>6. Assess how effectively current technology is being utilized throughout the District and make recommendations for improvement.<br>7. Advocate for technology resources sufficient to maintain uninterrupted business-critical operations.<br>8. Advocate for making the use of technology a priority throughout the district for students, faculty and staff where it will improve student success.<br>9. Provide a structure and process for identifying and evaluating emerging technologies for possible benefit to the District and the colleges.<br>10. Assure bi-directional communication between end users and IT with regard to technology.<br>11. Establish and oversee technology focus workgroups as needed.<br><br>DTC meets 8 times a year during the primary terms while school is session; additional meetings can be called on an as-needed basis. | |

# Coordinating Council Structure

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                    District Consultation
                          Council
                             |
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District          Council on        District          Institutional
Curriculum        Budget &          Technology        Effectiveness
Coordinating      Facilities        Committee         Coordinating
Committee                                             Council
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**Operating Agreements for District Consultation Council**

Protocol
District Consultation Council meetings are open meetings and may be attended by any interested person from the District or the community.

Duties of Members
Members of the District Consultation Council serve as representatives of their constituencies and as such, voice the perspectives of those they represent as well as provide feedback to their colleagues.

Any member may place an item on the agenda, bearing in mind that it should address the stated purpose and activities of the District Consultation Council.

Attendance is mandatory for members of the Council and substitutes are permitted in cases where a regular member is sick or otherwise unavailable. Substitutes have full voting responsibility just like regular members. Members are expected to be conversant with issues and are expected to engage in discussion and to express the perspectives of the represented constituents. Members are also responsible for keeping constituents informed on matters of the Council and for soliciting input to inform the decision making process.

Resource Personnel
The Council may enlist the assistance of persons with specialized knowledge or expertise to address specific agenda items. Such persons will be identified as "Resource Personnel" on the agenda and may not address any item on the agenda other than their own unless asked to do so by the Council.

Procedures for District Consultation Council
Recommendations of the District Consultation Council to the Chancellor are developed by consensus. A quorum of at least two-thirds of seated members is required for a vote on a recommendation. A majority (66%) vote of seated members carries. Council members can request a super majority (75%) vote on an agenda item, but the request has to be approved by the Council before adoption. If consensus is not reached, a roll call vote will occur to outline who voted against, what group they represent, and the meeting summary will include a statement outlining why they dissented.

If a recommendation from District Consultation Council requires action by the Board of Trustees, the Chancellor reviews the recommendation and if they approve it, forwards it to the Board for their review and approval.

If the Chancellor does not concur with the recommendation, then it is either returned to the Council that developed the recommendation with the Chancellor's feedback for further consideration or it is forwarded to the Board with rationale for disapproval from the Chancellor. In reporting to the Board, the Chancellor will provide a full accounting of the varying points of view and the rationale for the recommendation being presented without prejudice.

If the recommendation from the District Consultation Council is related to an operational issue or other area of responsibility delegated to the Chancellor by the Board, the Chancellor reviews the recommendations and does one of the following:

- Approves the recommendation and directs implementation; or
- Makes minor modifications, directs implementation, and notifies the Council about the minor modification; or
- Returns the recommendation to the Council that developed the recommendation for further consideration.

<u>Minutes</u>

Minutes of District Consultation Council meetings in the form of meeting summaries shall be recorded by a designated recorder and are subject to review and approval by the Council. These approved summaries are posted online immediately after the meeting in which these are approved.

## NOCCCD Organizational Groups

NOCCCD organizational groups coordinate operational, procedural and policy implementation. The authority for the members of organizational groups is through the assignment of responsibilities on job descriptions and appointment to positions within NOCCCD. Individuals other than those identified on this list are invited to attend meetings to share information or expertise as needed.

| Group | Purpose | Membership |
|---|---|---|
| **Chancellor's Staff** | • Advise the Chancellor on matters of policy; instruction and student services; budget; the integration of planning and resource allocation; and other matters of the District<br>• Implement and administer policies, procedures and day-to-day operations of the District<br>• Review and discuss implementation of policy decisions made by the Board regarding the operations of the District | • Chancellor (Chair)<br>• Presidents – CC, FC, and NOCE<br>• Vice Chancellor, Educational Services & Technology<br>• Vice Chancellor, Finance & Facilities<br>• Vice Chancellor, Human Resources<br>• District Director, Public & Governmental Affairs<br>• Administrative Support Manager, Chancellor's Office |
| **Budget Officers** | • Review and discuss implementation of policies related to fiscal resources<br>• Develop budget assumptions<br>• Coordinate practices as needed related to fiscal services<br>• Review and share information on NOCCCD and state budgets | • District Director, Fiscal Affairs (Chair)<br>• District Manager, Fiscal Affairs<br>• VP, Administrative Services – CC and FC<br>• Director, Administrative Services – NOCE<br>• Bursar – CC and FC |
| **District Agenda Committee (DAC)** | • Share information about and coordinate agenda items prior to Board of Trustees' meetings<br>• DAC meets twice a month on the Wednesday prior to Board meeting week | • Chancellor (Chair)<br>• Presidents – CC, FC, and NOCE<br>• Vice Chancellor, Educational Services & Technology<br>• Vice Chancellor, Finance & Facilities<br>• Vice Chancellor, Human Resources<br>• District Director, Public & Governmental Affairs<br>• Administrative Support Manager, Chancellor's Office<br>• VP, Instruction – CC, FC, & NOCE<br>• VP, Student Services – CC, FC, & NOCE<br>• VP, Administrative Services – CC & FC |

| | | • Director, Administrative Services – NOCE<br>• District Director, Purchasing<br>• District Director, Facilities Planning & Construction<br>• District Director, Fiscal Affairs<br>• District Director, Grants<br>• Presidents of: Academic/Faculty Senates; United Faculty; Adjunct Faculty United; CSEA; Associated Students (CC and FC); District Management Association; Confidential Employees Group |
|---|---|---|
| **District Equal Employment Opportunity Advisory Committee** | • Assist the Chancellor and Vice Chancellor of Human Resources in the development and implementation of NOCCCD's Equal Employment Opportunity Plan<br>• Formulate and recommend activities to promote diversity, inclusion and multiculturalism throughout NOCCCD<br>• Promote community relations in the area of diversity. | • District Director, Diversity, Culture, & Inclusion (Chair)<br>• District EEO & Compliance<br>• Faculty member appointed by the respective Academic/Faculty senates -- CC, FC, and NOCE<br>• Classified employee appointed by CSEA – CC, DS, FC, and NOCE<br>• Administrator appointed by the District Management Association -- CC, DS, FC, and NOCE<br>• Confidential employee appointed by the Confidential Employees Group<br>• Student representative appointed by the Associated Students – CC and FC<br>• Student representative – NOCE<br>• Two community representatives appointed by the Chancellor |
| **District Facilities Committee** | • Review and coordinate implementation of policies related to facilities<br>• Prepare the NOCCCD 5-year Construction Plan, NOCCCD Space Inventory Report, and NOCCCD scheduled maintenance priorities<br>• Prepare and submit IPPs and FPPs for state capital outlay funding | • District Director of Facilities Planning & Construction (Chair)<br>• VP of Administrative Services – CC and FC<br>• Director of Administrative Services - NOCE<br>• Manager, Maintenance & Operations – CC and FC |

| District Grants and Resource Development Committee | • Discuss grant writing opportunities and determine best practices<br>• Ensure that grants align with the District Strategic Directions and/or the District-wide/Campus Strategic Plans<br>• Coordinate grant writing activities across the District<br>• Develop data and verbiage for use in grants<br>• Provide grant management program to ensure fiscal compliance<br>• Meets quarterly | • District Director, Grants (Chair)<br>• District Director, Fiscal Affairs<br>• Directors, Institutional Research & Planning – CC, FC, and NOCE<br>• District Manager, Fiscal Affairs<br>• Dean responsible for Perkins – CC, FC, and NOCE<br>• Foundation Directors or designee – CC, FC, and NOCE<br>• CTE Grants Office, CC<br>• Campus Accounting Manager, CC<br>• Business Office Specialist, CC<br>• Business Office Specialist, FC<br>• Grants and Special Projects Assistant, NOCE |
|---|---|---|
| District Services Committee | • Coordinate and communicate operational issues and initiatives related to District Services<br>• Develop, implement and monitor a process of administrative unit review for District Services | • Chancellor (Chair)<br>• Vice Chancellor, Educational Services & Technology<br>• Vice Chancellor, Finance & Facilities<br>• Vice Chancellor, Human Resources<br>• District Director, Public & Governmental Affairs<br>• Administrative Support Manager, Chancellor's Office |
| District Staff Development Committee | • Coordinate district-wide staff development initiatives<br>• Identifies priorities for district-wide staff development programs and processes<br>• Implement tools to support staff development<br>• Make recommendations to the Chancellor on allocation of staff development resources | • District Director, Professional Development (Chair)<br>• Staff Development Committee Chair – CC, FC, and NOCE<br>• Representative from District Management Association, CSEA and Confidential Employees Group<br>• Management Support Representatives –CC, FC, NOCE and District Services |
| District Technology Roundtable | • Coordinate and communicate implementation of technology plans, initiatives, upgrades and operations across NOCCCD<br>• Provide feedback to District Information Services on performance, reliability and training needs with regard to district-wide networking and computing infrastructure | • District Director, Enterprise IT Applications Support and Development (Chair)<br>• Director, Academic Computing Technologies – CC, FC<br>• Manager, Systems Technology Services – NOCE<br>• Vice Chancellor, Educational Services & Technology – Resource Member |

| | | |
|---|---|---|
| | • Develop and ensure compliance with district-wide standards for best practices with regard to technology<br>• Recommend processes for systems users<br>• Ensure technology decisions and practices are consistent with board policy and regulations<br>• Coordinate computer hardware and software purchasing to leverage economies of scale and ensure efficiencies across the District | |
| **Technology Implementation Committee (TIC)** | • Purpose: Aggregate progress, identify challenges, and coordinate solutions for active and pending DTC approved projects | • District Director, Enterprise IT Applications Support & Development (Chair)<br>• One faculty from each site – appointed by the Academic/Faculty Senates (3 total)<br>• Site based IT technical leads – appointed by CSEA (4 total)<br>• Director, Academic Computing Technologies – CC, FC<br>• Manager, Systems Technology Services – NOCE<br>• Director of Enrollment Services – FC, CC, and NOCE<br>• Director, Financial Aid – FC and CC<br>• Academic dean – CC and FC (appointed by Presidents)<br>• District Manager, Payroll<br>• District Manager, Fiscal Services<br>• District Manager, Human Resources |
| **Vice Presidents Council** | • Reviews issues and concerns that are related to instruction and student support and makes recommendations to resolve these items<br>• Recommends new policies and procedures to the Vice Chancellor, Educational Services and Technology regarding instruction and student support<br>• Provides input regarding:<br>   o District-wide Curriculum Development and Enrollment management<br>   o District-wide FTES generation<br>   o District-wide Distance Education plan and goals<br>   o District-wide Student success initiatives | • Vice Chancellor, Educational Services & Technology (Chair)<br>• Vice President of Instruction – CC, FC and NOCE<br>• Vice President of Student Services – CC, FC and NOCE<br>• District Director, Research, Planning & Data Management |

| | | |
|---|---|---|
| | <ul><li>District-wide Career technical education and economic development initiatives</li><li>District-wide grants and resources development efforts</li></ul> | |

# NOCCCD Meeting Calendar for Governance Committees/Councils and Organizational Groups

NOCCCD Governance Committees/Councils are identified in **blue**.

This Organizational Group meets as needed: District Equal Employment Opportunity Advisory Committee.

| | Monday | | Tuesday | | Wednesday | | Thursday | | Friday | |
|---|---|---|---|---|---|---|---|---|---|---|
| **First week of the month** | | | | | | | | | | |
| | • District Technology Roundtable (Online) | | • District Facilities Committee | | • Chancellor's Staff/District Agenda Committee | | • District Grants & Resource Development | | | |
| **Second week of the month** | | | | | | | | | | |
| | • District Technology Roundtable (Online)<br>• **Council on Budget & Facilities** | | • Budget Officers<br>• District Staff Development | | • Chancellor's Staff | | • District Services Committee<br>• Vice Presidents Council<br>• **District Curriculum Coordinating Committee** | | | |
| **Third week of the month** | | | | | | | | | | |
| | • District Technology Roundtable (Online)<br>• **Institutional Effectiveness Coordinating Council** (October, November, April, and May) | | • District Facilities Committee<br>• **District Technology Committee** | | • Chancellor's Staff/District Agenda Committee | | | | | |
| **Fourth week of the month** | | | | | | | | | | |
| | • District Technology Roundtable (Online)<br>• **District Consultation Council** | | • Budget Officers<br>• District Staff Development | | • Chancellor's Staff | | | | | |

North Orange County Community College District
*Decision Making Resource Manual: Structure, Function, and Alignment (Revised May 2023)*

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# Appendices

**California Code of Regulation for Collegial Consultation**

### Academic Senate: Title 5, Section 53203

https://govt.westlaw.com/calregs/Document/I6050FC434C6911EC93A8000D3A7C4BC3?viewType=FullText&originationContext=documenttoc&transitionType=CategoryPageItem&contextData=(sc.Default)

### Academic Senate: Title 5, Section 53206

https://govt.westlaw.com/calregs/Document/I605C95034C6911EC93A8000D3A7C4BC3?viewType=FullText&originationContext=documenttoc&transitionType=CategoryPageItem&contextData=(sc.Default)

### Faculty: Title 5, Section 51023

https://govt.westlaw.com/calregs/Document/I5F3700C34C6911EC93A8000D3A7C4BC3?viewType=FullText&originationContext=documenttoc&transitionType=CategoryPageItem&contextData=(sc.Default)

### Staff: Title 5, Section 51023.5

https://govt.westlaw.com/calregs/Document/I5F3CA6134C6911EC93A8000D3A7C4BC3?viewType=FullText&originationContext=documenttoc&transitionType=CategoryPageItem&contextData=(sc.Default)

### Students: Title 5, Section 51023.7

https://govt.westlaw.com/calregs/Document/I5F4531934C6911EC93A8000D3A7C4BC3?viewType=FullText&originationContext=documenttoc&transitionType=CategoryPageItem&contextData=(sc.Default)

**NOCCCD Board Policies**

### Board Policy 2510 Participation in Local Decision-making

http://www.nocccd.edu/files/2510bpfinalrevisedc-staff11-26-14referenceonly_20571.pdf

**Board Policy 2200 Board Duties and Responsibilities**

http://www.nocccd.edu/files/2200bpfinalrevisedc-staff11-26-14referenceonly_60598.pdf

**Board Policy 2430 Delegation of Authority to Chancellor**

http://www.nocccd.edu/files/2430bpfinalrevisedc-staff11-26-14referenceonly_20278.pdf

**Board Policy 5400 Associated Students**

http://www.nocccd.edu/files/5400bp_062005_87474.pdf

**NOCCCD Administrative Procedures**

**Administrative Procedure 2510 Participation in Local Decision-making**

https://nocccd.edu/files/2510apfinalreviseddcc-2019-03-25_66910.pdf

**Board Policies and Administrative Procedures are available online at:**

http://www.nocccd.edu/policies-and-procedures

***NOCCCD IT Governance Framework, Policy and Proposed Revisions***

***Cherry Li-Bugg***

***Spring 2021***

## Background

NOCCCD's IT Governance comprises of the leadership, organizational structures, and decision-making processes to ensure that NOCCCD's IT capabilities continue to sustain and extend the District's strategic directions and goals. The NOCCCD IT Governance structure specifies decision rights and an accountability framework that supports the District's mission, including:

- Appropriate accountability for IT initiatives
- Transparency - IT plans and investments are made visible beyond their origination points
- Adoption of a broad District-wide view
- A willingness to share and use IT leading practices across the District
- Entrepreneurial spirit and creativity in applying IT
- Participants understanding the value of the governance process and actively participating in it
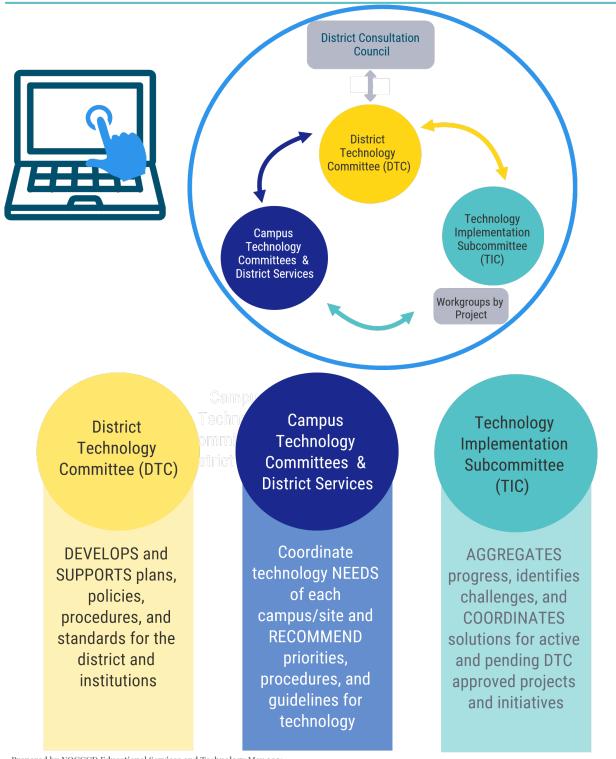
## Framework of NOCCCD IT Governance

One framework to organize ideas and thoughts related to the IT governance structure is with the use of the three questions of Why, What, How.

Why: The why of IT governance has to do with the big picture in terms of IT strategic planning, IT policies and IT standards. We propose slotting the District Technology Committee (DTC) in this role. The major charge for DTC is to develop and support plans, policies, procedures, and standards for the District and its institutions.

What: The what of IT governance has to do major initiatives/projects as they are outlined in the IT strategic plan. We recommend DTC for this role as well. DTC is the ultimate venue in adjudicating the IT priorities for the whole District and reports to the District Consultation Council for its actions and planning.

How: The how of IT governance has to do with action details in the implementation of the IT strategic plan. We propose the use of the Subcommittee, Campus Teams and working groups to accomplish action outcomes.

The infographic below is a visual representation of the why, what and how process flow for NOCCCD IT governance.

**District Consultation Council**

**District Technology Committee (DTC)**

**Campus Technology Committees & District Services**

**Technology Implementation Subcommittee (TIC)**

**Workgroups by Project**

Prepared by NOCCCD Educational Services and Technology May 2021

**District Technology Committee (DTC)**

DEVELOPS and SUPPORTS plans, policies, procedures, and standards for the district and institutions

**Campus Technology Committees & District Services**

Coordinate technology NEEDS of each campus/site and RECOMMEND priorities, procedures, and guidelines for technology

**Technology Implementation Subcommittee (TIC)**

AGGREGATES progress, identifies challenges, and COORDINATES solutions for active and pending DTC approved projects and initiatives

As illustrated by the infographic, we propose three categories of Subcommittees:

1. Campus Technology Committees and District Services – these four groups are to coordinate technology NEEDS of each campus/site and RECOMMEND priorities, procedures, and guidelines for technology implementation
2. Technology Implementation Subcommittee (TIC) AGGREGATES progress, identifies challenges, and COORDINATES solutions for active and pending DTC approved projects and initiatives.
3. Ad Hoc Workgroups: these working groups can be formed and dissolved as needed based on topic/project.

The Subcommittee (TIC), just like DTC, works the entire spectrum of information technology from academic computing to online/distance education to enterprise systems and solutions such as Banner to infrastructure and support. As such, it has the ability to form working groups on an as-needed basis. Our vision of the working groups is that these groups are formed to deal with specific action items arising from planning and implementation of IT plans, projects and initiatives. The working groups have no set meeting schedule and can be formed and dissolved with the action items. In this proposed structure, the current District Technology Roundtable (DTR), for example, can be structured as a working group instead of a regularly constituted committee. To further illustrate, the DTR group is currently involved in planning and conducting Implementation analysis for the M365 consolidation project. Under this framework, the group would meet to address this topic. Otherwise, the group would be dormant.

The information below provides more details on the purpose, membership and decision-making processes of the District Technology Committee and the Technology Implementation Subcommittee.

### *District Technology Committee (DTC)*

Purpose:
The purpose of the NOCCCD District Technology Committee is to serve in an advisory capacity to faculty, staff and administrators on matters pertaining to instructional, administrative and student services computing, telecommunications, and other technologies. The committee will develop and support the strategic technology plan, policies, procedures and standards for the District and colleges. The committee is responsible for researching, planning, and providing technology solutions to meet the needs of the North Orange County Community College District.

Specifically, DTC serves the following purposes:
1. Develop and recommend District policies, procedures, and standards that:
    a. Address the acquisition and use of technology.
    b. Ensure the security and business continuity of the District's business critical systems.
    c. Ensure compliance with state and federal laws.
2. Develop and regularly review the District Strategic Technology Plan to ensure that it

a. incorporates leading practices in the District's use of technology;

b. supports the success of all students through the development and/or acquisition of instructional and student support technologies, including the delivery of instructional media and online instruction and support;

c. aligns with state recommendations and state's allocation of resources;

d. aligns with the District's Educational and Facilities Master Plan (EFMP) and the strategic directions and goals contained therein;

e. aligns with the work of the colleges' planning/budget committees and/or technology committees;

f. addresses licensing responsibility, system and data security, training and education, and project/initiative completion.

3. Promote the use of technology to increase efficiency of District operations, to support teaching, and to enhance student learning.

4. Review technology-related recommendations from the colleges for cost effectiveness and District-wide compatibility.

5. Identify, prioritize, and recommend areas for expansion of technology utilization for the enhancement of instructional programs, student services and the management of the District and colleges.

6. Assess how effectively current technology is being utilized throughout the district and make recommendations for improvement.

7. Advocate for technology resources sufficient to maintain uninterrupted business-critical operations.

8. Advocate for making the use of technology a priority throughout the district for students, faculty and staff where it will improve student success.

9. Provide a structure and process for identifying and evaluating emerging technologies for possible benefit to the District and the colleges.

10. Assure bi-directional communication between end users and IT with regard to technology.

11. Establish and oversee technology focus workgroups as needed.

Membership:
- One faculty from each site – appointed by the Academic/Faculty Senates (3 total)
- One representative from each budget center – appointed by the Presidents and by the Chancellor for District Services (4 total)
- IT managers from all sites – 5 total
- Faculty DE coordinator from each site – 3 total
- Campus budget officers and District Fiscal Rep– 4 total
- One student from each site – appointed by AS or other appropriate body for NOCE (3 total)
- 1 each from Adjunct Faculty United, Confidentials, DMA, and United Faculty - appointed by the named bodies (4 total)
- Site based IT technical leads – appointed by CSEA (4 total)

- ☐ 1 VPI rep (rotating) and 1 VPSS rep (rotating) – 2 total
- ☐ Vice Chancellor of Educational Services and Technology serves the non-voting chair

Special Guidelines, Parameters, and/or Resources:

1. The committee will invite resource members as needed to provide subject matter expertise and input on specific agenda items.

2. Decision Making:

    a. Quorum - A quorum of at least two-thirds of seated members and at least two (2) individuals from each college is required for a vote on a recommendation.

    b. The District Technology Committee will obtain agreement of all three academic senates for issues that touch on academic senate purview* as outlined in Board Policy 2510, Participation in Local Decision Making.

    c. DTC will work closely with CBF and DCC on technology funding recommendations.

3. Meeting Schedule: Once a month while school is session; 8 meetings per year

Communication:

The Technology Plan, policies, standards, and procedures will be posted to the District website for sharing with all District staff.

## *Subcommittees of DTC*

### Technology Implementation Committee (TIC)

Purpose: Aggregate progress, identify challenges, and coordinate solutions for active and pending DTC approved projects

Membership:

- One faculty from each site – appointed by the Academic/Faculty Senates (3 total)
- Site based IT technical leads – appointed by CSEA (4 total)
- District Director, IT Infrastructure & Operations
- District Director, Enterprise Applications Support and Development
- Manager, Systems Technology Services – CC, FC and NOCE
- Director of Enrollment Services – FC, CC, and NOCE
- Director, Financial Aid – FC and CC
- Academic dean – CC and FC (appointed by Presidents)
- Program Director – NOCE (appointed by the President)
- District Director, Research, Planning and Data Management - District Services

We recommend the Chair of TIC be elected by members and that it rotates.

Meeting Frequency: Once a month while school is session; 8 meetings per year

**Campus Technology Committees and District Services**

An example of a campus technology committee is from Cypress College:

The Cypress College Campus Technology Committee (CTC) is a campus committee following a shared governance committee model guided by input from ad hoc committees representing focused technological interests. CTC Recommendations reflect the campus as a whole and support the Cypress College Strategic Plan.

Coordinate the campus's technology needs with the goals of Cypress College planning documents, including, but not limited to, the Educational Master Plan, the Strategic Plan, the Student Services Master Plan, the Distance Education Plan, and the Campus Technology Plan.

- Coordinate a shared vision of the utilization of technology to facilitate learning.
- Gather information, needs, and concerns from special interest groups.
- Promote the effective and efficient use of technology.
- Develop technological partnerships among campus programs and departments.
- Seek to avoid unnecessary duplications to technology.
- Recommend procedures and guidelines for the use of campus technology. Recommend priorities for using technological resources (funding, staff, hardware, software, etc.) submitted to PBC and PAC.

Campus specific technology recommendations and implementations will come to DTC as information via the campus technology committees. DTC will review the information as needed for District-wide compatibility and compliance. If issues surface on compatibility and compliance topics, DTC will refer the projects back to the campus technology committee for resolution. DTC is not slotted to approve campus specific project unless and until it becomes a District-wide project. The following two examples can provide further illustration of the process:

- Civitas Illume – In 2017, Cypress College was interested in adopting this solution for predictive analytics and student success. Conversations were held with the other two campuses and neither Fullerton nor NOCE were interested in adopting the same solution. Cypress College proceeded with implementation of Civitas Illume with no participation by the other two campuses. This became a Cypress-only project and was successful.
- StarFish by Hobson – All three campuses had been assessing the efficacy and feasibility of this solution for a couple of years prior to Fullerton College making a firm commitment in the fall of 2020. Cypress and NOCE were interested but not ready at that time. It was Board approved as a Fullerton-only project. However, both Cypress and NOCE conducted further demos and assessment and will be

ready to sign on in the fall of 2021 or spring 2022 at the latest. This has the potential to become a District-wide project in 2022-23 if DTC approves it as such.

## Workgroups by Topic

Purpose: Ad hoc workgroups are formed to create a venue for discussions on topics deemed by NOCCCD to require timely and concentrated district-wide energy. These groups perform specific functions that benefit the entire district. Ad hoc workgroups function for a specific purpose for a limited period of time. Membership in an ad hoc workgroup is either voluntary or by appointment. Since these groups are formed as needed and discontinued when the project is completed, there is no description of the membership and purpose in these workgroups in this document. Examples of recent workgroups include the following:

- Financial Aid (Regulations and IT Configurations)
- Network Refresh Implementation Advisory Committee

We recommend reconstituting the current student team as an ad hoc workgroup as well. Current members of the student team can be called upon to serve on a workgroup based on topic. For instance, for ongoing work on digital transcripts or attendance accounting coding in the schedule, current student team members and others can serve on these workgroups to provide input and contribute to issue resolution.

## District-wide IT Projects and Costs

Currently, TCC is working with CBF and DCC to approve a permanent funding source for District-wide IT Projects. One of the contentions is the perceived lack of a transparent decision-making process to prioritize and fund District-wide IT projects. Under this structure, DTC will be tasked to prioritize and make funding recommendations of District-wide IT projects. In the StarFish example provided above, it will be up to DTC to decide if the District needs to turn it into a District-wide project, funded by the District-wide funding source, i.e. all four budget centers contributing to the funding source. TCC has reviewed the draft IT Service Delivery Evaluation Form (Appendix A).  Once this updated IT governance structure is approved, DTC can conduct further review of the evaluation form and approve a final version for use in the prioritization of District-wide IT Projects.