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**A. GENERAL INFORMATION**

1. Date

2017-11-20

2. Department

California Community Colleges Chancellor's Office

3. Organizational Placement (Division/Branch/Office Name)

Internal Operations

4. CEA Position Title

Vice Chancellor, Internal Operations

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The Vice Chancellor (VC), Internal Operations will develop and implement all policies for the California Community Colleges Chancellor's Office (CCCCO) administrative functions including: accounting, budgets, business services, contracts and grants, and human resources. The VC, Internal Operations will also be responsible for the development and implementation of the Agency's strategic and operational planning.

6. Reports to: (Class Title/Level)

Deputy Chancellor - Exempt Appointee

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st
- 2nd
- 3rd
- 4th
- 5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

### 9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the Deputy Chancellor, the Vice Chancellor (VC), Internal Operations will serve as the principle policymaker for all administrative functions at the CCCC. The VC will be responsible for the oversight and coordination of planning, organizing, and directing the work of the subordinate managers engaged in the areas of accounting, budgets, business services, contracts and grants, and human resources, which also include the health & safety, labor relations and equal employment opportunity functions. This position serves as a key member of the Executive Management Team and participates in agency-wide planning and decision making, as well as the development, implementation, and evaluation of the CCCC's strategic and operational planning. The VC's role will encompass significant policy development and implementation as it relates to business continuity and department-wide administrative policy and best practices.

The VC will serve as a high-level consultant to the Executive Management Team on a wide variety of administrative issues, including fiscal and business operations, human resources practices, legal and regulatory changes affecting the Internal Operations Division, and other areas as required by the Executive Management Team. This involves meeting regularly with executive management, regularly presenting updates and recommendations to the full Executive Management Team. The VC will also represent the CCCC when interacting with the California Department of Human Resources, State Personnel Board, State Compensation Insurance Fund, and California Public Employees Retirement System.

The VC will have direct managerial oversight over the CCCC's Agency-wide policy coordination and management analysis efforts. This responsibility involves significant policy impact in the drafting, recommending, and implementing Agency-wide policy and regularly reviewing policy to ensure efficiency, effectiveness and conformity with existing and new laws.

The VC will oversee and act as the administrator of the CCCC's budget of approximately \$26,657,000 (FY17/18), which is comprised of 7 funds (General, Reimbursement, Bond, Federal Trust, Other Trust, Mental Health, and Special Deposit Funds.) \$9,331,518,000 (FY 17/18) in local assistance funds also passes through the Budget office. These funds help to support the many programs offered by the 114 California Community Colleges (CCC), impacting over 2.1 million students statewide. The VC will oversee procurement of goods/services and the expenditure of those funds. This includes management and oversight of the development of the annual budget and quarterly budget reports and briefings, preparation of year-end financial statements, coordination with Department of Finance and State Controller's Office staff, and review and adjustment of internal financial controls. In addition, the VC oversees the department's general procurement, contracts and grants processes, which includes developing and implementing policy and ensuring contract awards deliverables are accurate and complete.

Lastly, the VC will be charged with coordinating, and implementing the department's succession planning program. The VC will be tasked with revamping and implementing a strategic program. Failure to effectively institutionalize the department's succession planning efforts will have a demonstrably negative effect on the ability of the CCCC to effectively provide leadership, advocacy and support to the CCC and 72 districts. These efforts will have significant policy impacts in both the short and long term and require a CEA position to effectively develop and implement these policy proposals and programs.

**B. SUMMARY OF REQUEST (continued)**

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The Internal Operations Division performs essential functions required for the day to day operations of the Agency, overseeing the accounting, budgets, business services, contracts and grants, and human resources offices. These functions are critical to the daily operations of the CCCCO as well as to the CCC and districts in the allocation of funds which support student programs. In addition to providing the support to the administrative roles as described throughout this request, the VC will oversee succession planning efforts directly related to the department's primary mission and goals. The succession planning program will have a large impact on the programs that administer the Agency's primary mission to empower the community colleges through leadership, advocacy and support. Additionally, the VC will oversee areas with indirect support for the department's mission, including policy compliance review and Agency-wide policy development and coordination. Both of these areas have a direct impact on the operations of those programs providing the primary services of the Agency in support of the community college system, as the work of these programs will shape how the programs responsible for the primary mission of the CCCCO carry out their responsibilities. The VC will need to work closely with executive and high level managers throughout the Agency to ensure policy and compliance work improves and strengthens the services provided to California's community college system.

**B. SUMMARY OF REQUEST (continued)**

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

Currently the CCCCCO administrative functions are spread throughout the Agency, which is resulting in a number of inefficiencies and a lack of effective oversight of these functions. The level of executive oversight required by the CCCCCO necessitates a CEA that can focus on policy development and implementation of the more traditional administrative functions such as fiscal and business, human resources, and employee training as well as oversight of programmatic functions including compliance review/auditing, consolidated Agency-wide policy development and succession planning efforts.

### **C. ROLE IN POLICY INFLUENCE**

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The VC will have primary managerial and policy oversight of the CCCC's Agency-wide policy development, integration, and coordination functions. The VC will have primary charge of the staff tasked with revising, developing and recommending all Agency-wide policies and ensuring consistency amongst implementation of policies across the Agency. Currently most of the Agency-wide policies are decades old. The VC through its staff, will be charged with reviewing, updating, and maintaining these policies, such as the telework, attendance and leave, nepotism, and Anti-harassment policies.

The VC will act as a primary high-level consultant to the Executive Management Team on a wide variety of administrative issues, including fiscal and business operations, human resources practices, legal and regulatory changes affecting the Administrative Branch, and other areas as required by the Executive Management Team. This will include developing and making broad policy recommendations in areas critical to the Agency's support functions. For example, CCCC's budget functions are decentralized. With this reorganization, the budgeting will be centralized and the VC will have responsibility for determining program budget allotments. Due to the decentralization of budgets there are currently no budget reporting processes. The VC would be responsible for developing policies for allocating and monitoring program expenditures.

The VC will have primary responsibility for the FI\$Cal Project implementation and assessment of process and procedure impacts on accounting, budgets, contracts and procurement functions. If the new processes or procedures are not working well, the VC would formulate operational alternative recommendations to the Executive Management Team and provide potential policy changes for operational improvements.

**C. ROLE IN POLICY INFLUENCE (continued)**

**13. What is the CEA position's scope and nature of decision-making authority?**

The proposed VC has full management responsibility for the functions under its purview, including accounting, budgets, business services, contracts and grants and human resources. This includes acting as the primary decision maker, determining which items are of importance to the Agency that consultation and policy recommendation to the Executive Management Team is appropriate.

The VC will also be consulted on a regular basis by the Executive Management Team and individual executive managers for consultation and recommendations on administrative issues that affect their operational responsibilities.

**14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?**

The VC will be charged with oversight of the Agency-wide policy coordination and development functions, meaning it will have significant impact on the shape and direction of Agency-wide policies presented to the Executive Management Team. This includes new policies, updates to existing policies, and ensuring consistency amongst Agency policies. As the VC over the fiscal and human resources programs, the VC will be both developing new policy and interpreting and implementing existing policy.