



Pima County Community College District Administrative Procedure

<i>AP Title:</i>	Administration Structure and Decision-Making Forums
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<i>Policy Title(s) & No(s).</i>	Delegation of Authority to the Chancellor, BP 1.05
<i>Legal Reference:</i>	
<i>Cross Reference:</i>	

PURPOSE

The Governing Board defines the mission of the College by setting the objectives and standards for the College. In consultation with the Chancellor, the Board establishes strategic goals for the College to advance the mission. The Chancellor is responsible for establishing an organizational and decision-making structure to facilitate the College achieving the strategic goals. Achieving these goals requires two primary types of decisions: (1) strategic – core choices about the direction that will be taken to achieve a goal; and (2) operational – steps for how a strategic direction will be implemented. The purpose of this Administrative Procedure (AP) is to outline the College’s administrative structure and decision-making processes.

SECTION 1: Administrative Structure and Decision Making

- 1.1 The Governing Board has delegated to the Chancellor day-to-day authority to run all aspects of the College and to delegate as appropriate. See BP 1.05. Accordingly, the Chancellor has delegated the responsibility for each

functional area and decision-making authority of that functional area to specific Administrators, as listed below in paragraph 1.5.

- 1.2 Those Administrators, in turn, are expected to delegate operational responsibility and decision-making authority to subordinate leaders and employees within their units. The management philosophy of the College is to delegate decision-making authority and responsibility to the lowest practical level of employees working in the area(s) most directly responsible for and/or impacted by the item or issue requiring a decision, subject to the right and responsibility of higher levels of management to set goals and standards. Administrators shall provide written delegations to define areas of decision-making responsibility and authority within the units they supervise.
- 1.3 Delegation of operational responsibility and decision-making to subordinates does not alleviate the overall responsibility of leadership in any functional area. Each level of leadership remains responsible for the sound operation of their unit(s), the achievement of its goals, and compliance with applicable standards.
- 1.4 When appropriate, College leadership will work with pertinent groups, Faculty Senate, All College Council, Staff Council, All Employee Representative Council, Employee Representative Groups, students, etc.) within the College to gain additional perspective, advice, and counsel when making significant decisions.
- 1.5 The table below lists the functional areas and what senior administrator has been delegated operational responsibility and decision-making authority:

Lead Administrator	Areas of Responsibility
Provost and Executive Vice Chancellor for Academic Services	Instruction, Academics, and Academic Quality Improvement
Executive Vice Chancellor for Finance and Administration	Finance, Administration, Facilities, Human Resources, and Information Technology
Vice Chancellor for External Relations	External Relations, Communication, Marketing, Financial Aid, Admissions, International, and Community and Governmental Relations
Vice Chancellor for Academic	Academic Planning, Distance Education,

Excellence	and Dual Enrollment
Vice Chancellor for Strategy, Analytics and Research	Institutional Research, Planning, Effectiveness and Sustainability
General Counsel and Vice Chancellor for Legal Affairs	Legal, Compliance, Audit, and Enterprise Risk Management

SECTION 2: College-Wide Decision Forums

- 2.1 Executive Leadership Team (ELT). Composed of senior college leadership to include: the Chancellor, Executive Vice Chancellors (EVC), Vice Chancellors (VC), Chief Human Resources Officer, Chief Information Technology Officer, Assistant Vice Chancellor for Facilities, Lead Campus Vice President, Chief Cultural Impact Officer, and Chief Online Learning Officer. The primary functions of ELT are to make college-wide strategic decisions, ensure that major projects, initiatives, and issues are addressed in a timely manner, and provide an executive level communication forum. The ELT will resolve issues that cannot be resolved at the Deputies Group. For issues that have the highest level of strategic significance or College-wide impact, ELT will make appropriate recommendations to the Chancellor for decision. (A specific list of membership is listed below in Section 3.1, and subject to update as positions and responsibilities change.)
- 2.2 Deputies Group (DepGp). Composed of AVCs, VPs, and select Executive Directors, and Directors. The DepGp members have responsibility and authority to make operational decisions in furtherance of the goals for which their unit is responsible. They also will forward for approval, recommendations on strategic level projects, initiatives, and issues. The primary functions of the DepGp are to provide a forum to ensure coordination and implementation of projects and initiatives that have College-wide impact or have significant impacts on the operations of more than one unit. The DepGp may form working groups or delegate specific tasks to sub-groups that include employees beyond the DepGp members. When the DepGp cannot reach consensus on an issue related to a College-wide project or project having significant impact on the operations of more than one unit, the issue or alternative recommended approaches shall be presented to ELT for resolution. The group will also inform ELT of significant developments in College-wide or multi-unit projects and make recommendations concerning strategic initiatives for the College. (A specific list of membership is listed below in Section 3.2, and subject to update as positions and responsibilities change.)

SECTION 3: Membership

3.1 ELT Membership

- The Chancellor
- Provost and Executive Vice Chancellor for Academic Services
- Executive Vice Chancellor for Finance and Administration
- General Counsel and Vice Chancellor for Legal Affairs
- Vice Chancellor for External Relations
- Vice Chancellor for Academic Excellence
- Vice Chancellor for Strategy, Analytics and Research
- Vice Chancellor for Student Experience
- Vice Chancellor of Workforce Development and Innovation
- Assistant Vice Chancellor for Human Resources and Chief Human Resources Officer
- Assistant Vice Chancellor for Information Technology and Chief Information Technology Officer
- Assistant Vice Chancellor for Facilities
- Lead Campus Vice President
- Chief Cultural Impact Officer
- Chief Online Learning Officer
- Others, as directed by the Chancellor

3.2 DepGp Membership

- Assistant Vice Chancellor for Finance
- Assistant Vice Chancellor for Curriculum and Academic Quality Improvement
- Assistant Vice Chancellor for Adult Basic Education for College and Career
- Assistant Vice Chancellor for Facilities
- Assistant Vice Chancellor of Workforce Development and Lifelong Learning
- Vice President of Student Affairs
- Vice President of Workforce Development
- Lead Campus Vice President of West Campus
- Campus Vice President of Desert Vista Campus
- Campus Vice President of Downtown Campus
- Campus Vice President of East Campus
- Campus Vice President of Northwest Campus
- Chief of Police

- Executive Director for Faculty Affairs & Development
- Executive Director for Media, Community and Governmental Relations
- Executive Director for Employee Service Center
- Executive Director of Financial Aid and Scholarships
- Executive Director of Diversity, Equity and Inclusion Officer
- Executive Director of Enterprise Risk Management Ethics and Compliance
- Deputy General Counsel
- Director of Human Resources
- Director of Organizational Effectiveness and Development
- Director of User Support Services
- Director, Portfolio Project Management Office
- Director of Operations, Foundation (Guest)
- Others, as directed by the Chancellor

SECTION 4: Process

- 4.1 The chairperson – or equivalent – of the ELT and DepGp shall solicit input from their respective group’s membership the week prior to the scheduled meeting. ELT meetings shall be scheduled once a month, and twice a month for the DepGp, or as otherwise scheduled by the chairperson. An agenda, and any supporting documents, will be created and distributed to the membership the Friday prior to the next scheduled meeting.
- 4.2 The chairperson – or equivalent – shall be responsible to manage the agenda to conduct business in a timely manner, within the scheduled meeting time, keep to the agenda items in order to keep the meeting to the allotted time.

SECTION 5: Written Documentation of Meetings and Outcomes

The chairperson – or equivalent – of the ELT and DepGP shall ensure that the results of each meeting are reflected in a written record, including a summary of conclusions, decisions, and any further action items.

SECTION 6: Conduct of Meetings

The ELT and DepGp will comply with all Board policies and state laws in the conduct of its business. The College expects verbal and written communications from any member of these groups will:

- Start the meeting on time, keep the meeting focused on the agenda and discussion on the topic, in order to end the meeting within the time allotted.
- Ensure that you are prepared for the meeting - read all documents distributed before the meeting.
- Ensure that you listen to all contributions and do not interrupt others even if you strongly disagree with their comments.
- Exercise good judgment and discretion in expressing their opinions.
- Ensure that all members and guests behave and communicate professionally in the conduct of College business.
- Respect the principle of intellectual freedom and the diversity of opinions which can arise in the course of exploring, discussing and debating issues in an institution of higher education.