



*Inland Empire/Desert Regional Consortium*

# **Governance**

**Authority, Roles, and Responsibilities**

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# Inland Empire/Desert Regional Consortium

## The regional organization of community college workforce and economic development

The Inland Empire/Desert Regional Consortium (IE/DRC) is comprised of the 12 community colleges (9 community college districts) in San Bernardino and Riverside counties.

Colleges: Barstow, Chaffey, College of the Desert, Copper Mountain, Crafton Hills (SBCCD), Moreno Valley (RCCD), Mt. San Jacinto, Norco (RCCD), Palo Verde, Riverside City (RCCD), San Bernardino Valley (SBCCD), Victor Valley.

Regional workforce grants awarded through the California Community Colleges Chancellor's Office (CCCCO) to the geographic region known as the Inland Empire/Desert Region, Region IX, or Region F, are part of the IE/Desert Regional Consortium, as are regional Strong Workforce funded projects.

## Governance

### Regional CEOs

The governance structure and decision-making authority granted to councils and committees of the IE/DRC is under the purview of the regional community college presidents and district chancellors, referred to as CEOs in this document, and the structure and authority of councils and committees are outlined herein. The governance structure was approved by the CEOs at their meeting on September 9, 2016 and will remain in effect until such time that the CEOs elect to change it. The CEOs will review the efficacy of the governance structure annually. There are three levels to the governance structure. They are:

1. Executive Council
2. Steering Committee
3. Standing Committees
4. K-12 Strong Workforce Selection Committee

**Executive Council:** The Region IX CEOs will appoint representatives to the Executive Council from among names submitted by each respective constituent group and will notify individuals of their appointment to the Executive Council. The CEOs may also designate an alternate(s) to serve in the absence of the regular appointee from each constituent group. To the extent possible, Executive Council membership will be restricted to no more than one representative from any community college in the region. The process by which Executive Council members are appointed shall be determined by the Region IX CEO group.

**K-12 Strong Workforce Selection Committee.** The Region IX CEOs shall consult with the region's county superintendents of schools and other local school district superintendents for the purposes of establishing a K-12 Strong Workforce Selection Committee to meet the requirements of Sections 88827 through 88833 of the Education Code. Once the K-12 Strong Workforce Committee has been established, the roles and responsibilities of the committee shall be incorporated into this governance document. The CEOs and superintendents will review and update K-12 Strong Workforce Selection Committee governance annually.

Effective communication and transparency is a priority of the CEOs. It is the responsibility of regional members, at every level, to promote these principles. Regional resources shall be allocated to support structural mechanisms that ensure that effective communication and transparency is achieved.

### 1) Executive Council

#### Final Decision, SWP Plan Endorsement, Funding Allocations, and Dispute Resolution

The Executive Council is comprised of representatives from five key IE/Desert Region community college constituent groups: Chief Executive Officers (CEOs), Chief Instructional Officers (CIOs), CTE Deans, Economic Development/Contract Education, and CTE faculty. The IE/DRC Chair will be a non-voting member of the Executive Council and will provide staffing as necessary. Each constituent group will forward four or five names

from among their membership to the CEOs for appointment to the Executive Council. Members shall serve an initial two-year term and their initial term may be extended for up to three years at the discretion of the CEOs. When reappointing members, the term will be from one to three years such that representatives from each constituent group have staggered term end dates. Unless otherwise specified by the CEOs when making an appointment, all terms shall begin on July 1 of the school year in which the member was appointed, regardless of the actual date of the appointment. The council shall elect a chair from among its members and will identify the length of the chair's term at the time of the election. The IE/DRC Chair will notify the council when a chair's term is expiring and will oversee the voting process for a new chair.

The Executive Council shall adopt a dispute resolution procedure that shall be published on the IE/DRC website. At a minimum, the procedure will stipulate how disputes are to be submitted (in writing), who may submit a dispute (an official representative of a member college/district, partner institution or agency, CCCCCO, etc.), the process and timeline for the Executive Council to take action, and the manner in which the parties will be notified (in writing). Disputes related to decisions of the Executive Council shall be forwarded to the Region IX CEOs for resolution. The CEOs will appoint a three-member arbitration committee of CEOs who are not vested in a particular outcome. The Executive Council chair or designee shall represent the Executive Council during arbitration. Decisions of the arbitration committee are final.

### Membership:

- 2 CEO
- 2 CIO
- 2 CTE Faculty *(The regional chair will seek CTE faculty representative nominations from the region's Academic Senate CTE representative(s) and CTE Deans.)*
- 3 CTE Deans *(at least one shall also be a member of the IE/DRC Steering Committee)*
- 2 Economic Development/Contract Ed *(at least one shall also be a member of the IE/DRC Steering Committee)*
- IE/DRC Chair *(non-voting)*
- On an as-needed basis, other constituent group representatives and experts will be invited to participate in Executive Council meetings *(non-voting)*

### Quorum:

- Seven members must be present at any meeting where a vote will be taken and a simple majority plus one is required to pass any action.

### Authority:

- Set strategic priorities and guiding principles for region SWP funds.
- Approve Strong Workforce Program (SWP) regional plan
- Develop and maintain an allocation model for SWP.
- Approve annual SWP allocations and budget
- Approve new project resource allocations not included in the annual SWP budget
- Resolve disputes related to:
  - fiscal allocation
  - program endorsement
  - other IE/DRC disputes

### Meetings:

- The Executive Council will meet twice a year or as necessary.
- Meetings may be in-person or may be convened electronically.
- The Executive Council shall elect a chair from among its members.

### Member Responsibility:

- Act in the best interest of the region as a whole.
- Serve as liaison between the Executive Council and their representative group(s).

### **Appointment of Voting Members**

- Voting members will be appointed by the Region 9 CEO Committee. Only Region 9 CEOs who represent the community colleges in the IE/Desert region will take part in the appointment process.
- All appointed members must be employed by an IE/Desert region college in the representative capacity.
- Selection will be from among names forwarded to the CEOs from each constituent group.
- The CEOs may appoint ex-officio members to the Executive Council at their discretion.
- Except for ex-officio members, appointed Executive Council members may not be "key talent" personnel whose **position** (or regional role) is funded by CCCCCO grants or regional SWP funds.

- Communicate action taken and rationale for decisions to both their representative group and to their college leadership.
- Attend meetings regularly or ensure their designated alternate attends in their absence.
- Seek input from constituents and experts in order to make informed decisions.

### **Formal Communications:**

- IE/DRC Chair will:
  - send meeting minutes to CEOs and CIOs
  - publish all meeting agendas and minutes on the [desertcolleges.org](http://desertcolleges.org) website

## **2) Steering Committee**

### **Strong Workforce Regional Plan Development and Funding Recommendations**

The Steering Committee is comprised of the designated voting members from each of the region's 12 community colleges and the IE/DRC Chair, who serves as the chair of the Steering Committee, COE Director (ex-officio), SWP Fiscal Agent project director (ex-officio), and regionally designated project directors (key talent) as necessary.

### **Membership:**

- Voting members\*
- IE/DRC chair (*voting*)
- Ex-officio/as needed (*non-voting*)
  - Center of Excellence Director
  - SWP Fiscal Agent Project Director
  - Standing committee chairs (*if not voting members*)
  - DSNs and other key talent

### **Quorum:**

- The equivalent of 16\* (voting) members must be present at any meeting where a vote is to be taken.
- A simple majority plus one is required to pass any action.

*\*Some colleges have appointed one individual to cast both college votes. For the purpose of achieving a quorum, these individuals will be counted as two voting members.*

### **Authority:**

- Prepare SWP regional plan and budget.
- Approve reallocations/budget changes up to 20% for any previously approved SWP projects when the budget change does not affect the overall project scope.
- Review/endorse annual Doing What Matters for Jobs and the Economy (DWM) workplans/budgets that are specific to the region (some statewide activities/budget may be required as a condition of grant funding).
- Review/endorse SWP local and regional project proposals and evaluate regionally funded projects.
- Identify and recommend emerging and priority sectors for DWM.
- When requested or required, review regional grant proposals and provide regional endorsement.

### **Meetings:**

- The Steering Committee will meet four times a year or as necessary. Meetings may be in-person or may be convened electronically.
- The IE/DRC Chair will serve as the chair of the Steering Committee.

### **Member Responsibility:**

- Act in the best interest of the region as a whole.
- Communicate issues pending and action taken at Steering Committee meetings (and rationale for decisions made) to their college leadership and CTE faculty (as appropriate).

### **\*Appointment of Voting Members**

- Voting members are designated by the college president (CEO).
- Each of the region's 12 colleges will designate two voting members. The purpose of two votes per college is to help ensure regional colleges, and the "for credit" (CTE) and "not-for-credit" (contract education) entities within each college, are represented equitably in regional decision-making. However, at the discretion of the college president, one individual may be designated to cast both of a college's two votes.
- The college president may change their college designee(s) at any time, via written notification to the IE/DRC chair.

- Serve as liaison between the Steering Committee and their college.
- Assist in disseminating information pertaining to IE/DRC efforts and activities.
- Attend meetings regularly or designate an alternate to attend in their absence.
- Chair standing committees and ad hoc workgroups as needed.
- Coordinate and support regional workforce & economic development education and training programs and activities.
- Provide leadership and assist in coordinating regional efforts.
- Seek input from constituents and experts in order to make informed decisions.
- Promote collaboration on regional projects and grants.

**Formal Communication:**

- IE/DRC Chair will:
  - publish all meeting agendas and minutes on the desertcolleges.org website

**3) K-12 Strong Workforce Selection Committee**

**Decisions governing, or relating to, the distribution of fiscal resources for the K-12 component of Strong Workforce.**

**Membership:**

- TBD

**Quorum:**

- TBD

**Authority:**

- TBD

**Meetings:**

- TBD

**Member Responsibility:**

- TBD

**4) Standing Committees**

**A) CTE Deans**

**Membership:**

- CTE Deans *(each of the region's 12 colleges will have one vote, vested in the CTE Dean or his/her designee)*
- IE/DRC Chair *(non-voting)*
- Center of Excellence Director *(non-voting)*
- DSNs and other key talent as necessary *(non-voting)*

**Quorum:**

- A minimum of eight colleges must participate in any meeting where a vote is to be taken.
- Seven votes are required to pass any action.

**Authority:**

- Review and recommend colleges' new CTE program proposals prior to submission to the Chancellor's Office.

**Meetings:**

- The CTE Deans Committee will meet monthly from September to May to review and recommend new programs and will meet during the months of June, July and August only as needed. Meetings may be in-person or may be convened electronically.

- The committee will elect a chair from among the college CTE Deans every two years. A chair may be re-elected to serve additional two-year terms. The IE/DRC Chair will notify the committee when a chair's term is expiring and will oversee the voting process for a new chair.

**Member Responsibility:**

- Act in the best interest of the region as a whole.
- Communicate new programs pending review and action taken at CTE Deans meetings (and rationale for decisions made) to CTE program faculty and college leaders.
- Assist college CTE faculty in preparing new program applications for review by the regional consortium.

**B) Economic Development/Contract Education/Not for Credit Training**

**Membership:**

- Community college and district staff with responsibility for the contract education, not-for-credit offerings at their college and/or district
- County workforce development staff
- DSN and other key talent as needed

**Domain:**

- Develop and/or recommend contract education strategies for regional funding.

**Meetings:**

- Meet four times per year, or as needed, to address topics of mutual concern among members.
- The committee will elect a chair from among its college members every two years. A chair may be re-elected to serve additional two-year terms. The IE/DRC Chair will notify the committee when a chair's term is expiring and will oversee the voting process for a new chair.

**Member Responsibility:**

- Act in the best interest of the region as a whole.
- Promote regional collaboration among regional colleges.

**C) Key Talent**

**Membership:**

- IE/DRC Chair
- COE Director
- 6 Deputy Sector Navigators
- Prop 39 Project Director
- Regional Marketing Project Director
- Regional Fiscal Agent Project Director
- Others\* (as funding becomes available through SWP or DWM)

\*Individuals whose primary responsibility is to provide regionwide services, coordination or project management of **regional** DWM or SWP projects and whose salary is primarily funded through these projects.

**Domain:**

- Develop and/or recommend industry/sector specific strategies for funding through the Strong Workforce Program and DWM.
- Develop and implement DWM annual workplans and budgets.

**Responsibilities:**

- Work collaboratively with regional partners to strengthen regional SWP projects.
- Assist in evaluating SWP industry specific projects.

Appendix A  
Regional Key Talent

# Staffing

The IE/Desert Regional Consortium is staffed through various grant-funded initiatives awarded by the California Community Colleges Chancellor's Office [Doing What Matters for Jobs and the Economy (DWM) and the Strong Workforce Program (SWP)]. Currently 11 key talent positions are funded in support of the IE/DRC infrastructure, along with variety of support personnel. New key talent positions may be added or deleted over time as new funding becomes available or as positions are no longer needed. The current positions are:

1. IE/DRC Chair (1)
2. Fiscal Agent/Project Director of the Strong Workforce Funds (1)
3. Center of Excellence Director (1)
4. Deputy Sector Navigators for regional priority and emerging industry sectors (6)
5. Regional Marketing Project Director (1)
6. Prop 39 Project Director (1)

Key talent will adhere to all responsibilities, terms and conditions required by their specific grant agreement. However, as representatives of the Inland Empire/Desert Regional Consortium, and acting on behalf of the region, key talent are expected to assume additional responsibilities outlined below, and others that may be identified in the future. Carrying out these additional responsibilities is required in order to maintain the official endorsement of the IE/DRC Governing bodies. It is understood that any additional responsibilities outlined here will be aligned with and complement whichever grant funds the position.

All regional key talent are expected to demonstrate a commitment to transparency, cooperation, and collaboration.

## 1) Inland Empire/Desert Regional Consortium Chair (Existing)

### Leadership, convening, and communication

#### Responsibility:

- Manage the regional consortium grant and meet all requirements associated with the grant.
- Convene regional stakeholders.
- Chair Steering Committee and Key Talent sub-committee.
- Provide adequate staffing and support to all standing committees and councils.
- Convene and provide support to the K-12 Strong Workforce Selection Committee.
- Ensure regional K-12 Strong Workforce requirements, processes, decisions, and timelines are accessible to all eligible districts.
- Provide regular and effective communication to the Region IX CEOs, CIOs Executive Council and other key stakeholder groups.
- Provide leadership to and convene other regional grants, including COE, and DSNs, and Strong Workforce.
- Provide leadership and oversight of all regional Strong Workforce funds.
  - The IE/DRC chair will provide quarterly reports to the Executive Council and to the Steering Committee on the Strong Workforce regional fund.

## 2) Fiscal Agent/Project Director for the Regional Strong Workforce Fund

### Administration of the Strong Workforce regional funds

To the extent feasible, fiscal agent responsibilities will reside with the community college district responsible for the IE/Desert Regional Consortium grant. The project director *should* report to or *should* be co-located with the chair of the IE/DRC.

If it is determined that the IE/DRC Consortium grantee (college district) is not a suitable fiscal agent for the Strong Workforce Program regional project funds, or is unable to assume the fiscal agent role, the CEOs will elect another regional community college district to serve as fiscal agent.



In addition to meeting all contractual obligations required by the Chancellor's Office, and the Roles and Responsibilities outlined in the CCCCCO guidance document (dated August 24, 2016 and located on the CCCCCO's Strong Workforce website) the project director for Strong Workforce regional funds will provide quarterly written updates to the IE/DRC chair.

#### Responsibility:

- Provide day-to-day fiscal management of Strong Workforce regional funds (both community college and K-12).
- Manage contracts between the fiscal agent and colleges and K-12 recipients.
- Ensure timely processing of payment requests to recipients.
- As needed, assist CCCCCO and CDE in auditing recipients' expenditures related to SWP regional funds.
- Prepare financial reports and provide regular updates to the Executive Council, Steering Committee, and K-12 Selection Committee, including areas of concern and recommendations for budget modifications requiring approval.

#### August 24, 2016 – Scope of Work for Regional Share Fiscal Agent

The fiscal agent has no authority over decisions on the use of funding, rather the fiscal agent role is to dispense, monitor and audit sub-grants once spending decisions have been authorized by the CTE Regional Consortia as stipulated in Strong Workforce legislation. The district designated as the fiscal agent shall perform the following roles and responsibilities:

- Provide a single-point of contact to act as an embedded member of the CTE Regional Consortium (RC) Team to account for financial operation and control associated with the Regional Share.
- Review sub-awardee applications for compliance with grant terms and requirements. Work with sub-awardees to resolve issues that arise.
- Review sub-award application budgets to ensure that expenditures are allowable under the grant terms and conditions, are properly classified, and that the calculations are correct. Work with sub-awardees to resolve any issues that arise.
- Develop policies, procedures, systems and timelines for disbursement of funds.
- Determine the documentation required to ensure funds are properly accounted for
- Develop systems to track each of the contracts/grants and their status that can be shared with the RCs, the CCCCCO grant monitors, and sub-awardees.
- Develop sub-award agreements with each of the sub-awardees that incorporate the contracting requirements of the CCCCCO and the Fiscal Agent.
- Provide information, guidelines and technical assistance to sub-awardees.
- Manage the flow of funds to sub-awardees by receiving, reviewing and approving claims for funds and ensure that proper documentation has been received to verify that what was requested conforms to what was approved when discrepancies occur.
- Issue payments and verify that payments have been received.
- Fulfill reporting requirements by receiving and monitoring quarterly reports and final reports from the sub-awardees.
- Follow-up on missing or incorrect reports. Work with sub-awardees to resolve issues.
- Consolidate reports and report up to the RC/CCCCCO as required and upon request.
- Conduct sub-recipient monitoring and audits, in accordance with grant requirements and OMB Uniform Guidelines.
- Field questions on allowable expenditures in accordance with any CCCCCO guidance
- Review sub-awardees' requests for approval of contracts and sub-agreements, prior to forwarding requests to CCCCCO for final approval. Provide guidance and direction to the colleges to ensure compliance and facilitate CCCCCO review and approval, as needed.
- Collaborate with RCs to standardize Strong Workforce related fiscal related and reporting processed, procedures and to develop recommendations and responses to CCCCCO.

### 3) Center of Excellence Director

Responsible for researching, analyzing and disseminating regional labor market information to assist regional colleges.

#### Responsibility:

- Provide timely labor market information to regional colleges who are pursuing new CTE program recommendation from the Regional Consortium and approval from the CCCCCO.
- Provide LMI and data that informs the region's Strong Workforce annual planning and investments.

### 4) DWM Deputy Sector Navigators

#### Responsibility:

- Communicate industry-training needs to K-14 partners.
- Work to identify and develop articulation and matriculation that promotes strong career pathways.
- Foster the development of Dual and Concurrent Enrollment Programs.
- Facilitate Community College, K-12 and 4-year college faculty interaction to nurture an environment for sharing of best practices.
- Act as a liaison between business/industry and regional K-14 faculty to stimulate optimum program performance.
- Collaborate with other key talent (both regional and statewide) to provide maximum positive impact for the region.
- Convey statewide sector resources and strategies to the region and facilitate the participation of regional colleges in regional and statewide initiatives.
- Validate regional Labor Market Data.
- Promote regional programs and activities to strengthen and sustain regional excellence.

### 5) K-14 Technical Assistance Provider

#### Responsibility:

- Responsibilities as established under Education Code 88828 and to be further determined by the CA Department of Education and CCCCCO.

### 6) Prop 39 Project Director

This position is currently funded through Prop 39

### 7) Regional Marketing Project Director

#### Responsibility:

- Launch an aggressive public education and marketing campaign to inform Inland Southern California of career technical education programs available under the Strong Workforce program. Define and position the 12 regional community colleges as trusted providers of high quality, affordable job training programs.
- Responsible for the achievement of marketing/communications/public relations mission, goals and financial objectives. Ensure that evaluation systems are in place related to these goals and objectives and report progress to the IE/DRC Chair and Inland Empire/Desert Regional Consortium governing bodies.
- Develop short- and long-term plans and budgets for the marketing/communications/ public relations program and its activities, monitor progress, assure adherence and evaluate performance.
- Prepare and develop marketing materials and publications; internal and external communications material; and branding initiatives.
- Ensure marketing outreach efforts targets multi-cultural audiences, limited English proficiency and rural Californians.
- Manage and interact with consultants working on key marketing initiatives, web content and graphic design for the consortium.
- Coordinate with colleges and sites regarding off-campus marketing efforts within the service area, including identifying community events/festivals to leverage reach into the communities we serve and distribute Strong Workforce program materials.

- Develop and maintain close liaison with media, alerting them to stories of interest, preparing appropriate press releases, and hosting them at various meetings with the consortium, colleges, and auxiliary sites.
- Maintain a consortium-wide record of publicity. Researches, collects, compiles, tabulates and/or analyzes data and materials, preparing computerized spreadsheets, reports and manuals pertinent to marketing, public relations. Provides routine reports to the consortium executive council regarding performance in those areas.

#### **8) Others**

- Ad-hoc members of the key talent group may include project leads of various regionwide SWP funded projects.