



Glendale Community College District Vice President of Administrative Services **2024**

Community Candidate Forum: **Wednesday, December 18**

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Ms. Sharlene Coleal has served for over twenty-three years in the community college system as the Assistant Superintendent, Vice President Business Services for the Santa Clarita Community College District (College of the Canyons) in Valencia, California. As a collaborative leader at College of the Canyons, Ms. Coleal demonstrated an innovative approach to develop strategies to achieve goals that prioritized students and supported teaching and learning. In her role she provided executive level management and shared governance leadership for administrative services functions and responsibilities, including budget development, finance, accounting, state reporting, investment management, payroll, retirement plans, procurement, contracts, insurance and risk management, grant and categorical accounting, and accreditation

compliance. She provided direction for the contract services of food, specialty coffee, and bookstore and provided fiscal oversight for facilities budget and planning for construction, infrastructure, maintenance, and operations. Ms. Coleal served for over twenty years as the Treasurer for the College of the Canyons Foundation, a 501 (c) auxiliary organization, and was a member of the Foundation board, executive, and finance committees.

Ms. Coleal exemplifies equity-focused behaviors and supports the implementation of institutional practices that develop and sustain culturally responsive and positive race-consciousness to embrace human differences. She promotes and models the importance of holding ourselves accountable for closing equity gaps and actively engaging in equitable practices. With the strategic use of state and federal funding, she has advocated for budget allocations to remain responsive to social, economic, diversity, and disability initiatives that remove barriers for students so they can achieve their educational goals.

Ms. Coleal has successfully managed budgets of close to \$500 million annually by involving representatives from all constituent groups to transparently engage in open dialog and incorporate ideas and recommendations that achieve the goals established in support of strategic planning integrated with budget development. She is an advocate for establishing budget funding with available resources that maximize the district's ability to maintain instructional programs and operations at optimal levels that support student access and success. Her commitment to fiscal integrity and regulatory compliance contributed to over twenty years of clean audits and balanced budgets with strong fund balances that allowed the district to navigate economic downturns while protecting employees from salary, benefit, or position reductions.



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During her career at College of the Canyons, Ms. Coleal was instrumental in supporting the implementation of three general obligation bond measures totaling close to \$500 million. Through her involvement, the district's facilities grew from 500,000 square feet to over 1,000,000 square feet with the construction of nearly a dozen new facilities and hundreds of modernization and scheduled maintenance projects completed by 2024. She supported foundation capital campaigns to provide additional funding for major facility projects; the University Center, Culinary Arts Building, and future Advanced Technology Center. She served as the liaison for the Citizens' Bond Oversight Committee and in 2014 the district received an accreditation commendation for excellent fiscal oversight of general obligation bond fund expenditures in accordance with Prop 39 requirements, and for securing local, federal, and state matching funds that increased the number of state-of-the-art facilities for instructional programs. She actively pursued bond refunding when market conditions were favorable and achieved nearly \$50 million in debt service reductions for local taxpayers on \$250 million in bond issuances.

Ms. Coleal provided oversight for nearly fifty grant instructional program funds that increased from \$500,000 to nearly \$30 million. Clean audits, excellent accreditation outcomes, and dozens of superior bond ratings of AA+ to AAA supported grant funding and the expansion of instructional programs and workforce training that contributed to an increase in enrollment from 13,000 to 30,000 over 20 years.

Ms. Coleal was a mentor for district leadership programs and served as a co-chair for many shared governance committees including the budget committee and enrollment management committee. She established the Apportionment Coordination team where she facilitated analysis of FTES and metric projections based on the SCFF (Student Centered Funding Formula) to ensure revenue outcomes. She worked collaboratively with the Academic Senate and other constituent groups to successfully revise policies and procedures, develop improved processes, and coordinate effective communication and professional development. As an administrative representative on the district's bargaining teams, she provided financial analysis and fiscal recommendations that contributed to successful outcomes. She also served on the district's Incident Command Team to facilitate campus community safety.

Ms. Coleal has participated in advocacy at the state level for over two decades with membership on the State Chancellor's Office Fiscal Advisory Workgroup, ACCCA (Association of California Community College Administrators) Advocacy Committee, and ACBO (Association of Chief Business Officers) Board. She maintained collaborative relationships with the LAO (Legislative Analyst's Office) and DOF (Department of Finance) and provided input and financial analysis as well as testified at Assembly and Senate budget subcommittees on SB361 (equalization funding formula) and SCFF apportionment funding models, contributing to improved methodologies that maximized funding for community



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colleges. She was appointed to the state ERP taskforce as a CBO representative and served on the IEPI (Institutional Effectiveness Partnership Initiative) executive and advisory committees. Ms. Coleal also served as the district's risk manager as a board member of SWACC (Statewide Association of Community Colleges) and in that capacity managed risk with no major property or liability claims or lawsuits in over twenty years.

Ms. Coleal represented the Chancellor and the district in state and local activities and business partnerships that strengthened the district's image, reputation, and community relations. She was appointed as the community college representative on the local Redevelopment Agency Oversight Board and she continues to serve as a member of the Henry Mayo Newhall Memorial Hospital Finance Committee. Her involvement in developing partnerships with the community resulted in the negotiation of contracts for the use of district facilities or to provide services, including Allied Health clinical training with the local hospital, a Joint Use Agreement with the local high school district for \$6 million to construct a Middle College High School, a Joint Use Agreement with Los Angeles County to provide \$8 million to develop facilities for a Fire Training Facility, a Public Television JPA with the City of Santa Clarita and local school districts, a K-12 Arts Education consortium agreement, and a facility use agreement with the City of Santa Clarita to provide community theater, each at the district's Performing Arts Center, and four-year university partner agreements to provide upper division courses at the Dianne G. Van Hook University Center.

In addition to serving in an executive leadership role for over twenty years in the community college system, Ms. Coleal has fifteen years of management level experience in finance and accounting in the healthcare field. She holds a Master of Business Administration degree from California State University, Northridge, a Bachelor of Science degree in Accounting from California State University, Los Angeles, and an Associate of Arts degree from Antelope Valley College. In 2022, Ms. Coleal was the recipient of the ACBO Achievement of Excellence Award.

Sharlene L. Coleal

EDUCATION

Master of Business Administration (MBA)	California State University, Northridge
Bachelor of Science (BS) - Accounting	California State University, Los Angeles
Associate of Arts (AA)	Antelope Valley Community College

SUMMARY OF KNOWLEDGE AND QUALIFICATIONS

- *Demonstrated leadership* in accounting and finance management, including over 23 years as a Chief Business Officer (CBO) in the California Community College system.
- *Expert oversight of Business Services departments* resulting in fiscal stability and regulatory compliance, including over 20 years of clean audits and balanced budgets.
- *Strategic partner with the CEO* in advocacy, strategic planning, fiscal analysis, and policy formulation at the state and local level.
- *Extensive experience with legislation/legal trends* and applicability of recent decisions on community colleges, instrumental in developing advocacy platforms and legislative recommendations. Testified at legislative budget subcommittees regarding budget and fiscal policy.
- *Significant contributor on statewide committees and task forces*; served on the State Chancellor's Office Fiscal Advisory Workgroup, ACBO Board, ACCCA Legislative Committee, SWACC Board, IEPI Executive and Advisory Committees, ERP Task Force, and others. Provided input for policy and analysis regarding budget and funding formula recommendations.
- *Collaborative relationships with all constituents*; supported the identification and implementation of process improvements and realignment of structure to improve and maximize district functions and operational efficiency and ensured appropriate checks and balances.
- *Successful negotiation of agreements with external stakeholders*; confirmed legal and regulatory compliance, minimized potential liability, ensured financial responsibility and contributed to increased local and state revenues. No significant lawsuits or settlements in over 20 years.
- *Proven experience with integrated planning and budget development*; collaborated with all stakeholders to evaluate funding requests in alignment with organizational goals and objectives and achieved fiscally sound and balanced budgets in accordance with pertinent regulations.
- *Extensive knowledge of current and previous funding formula methodologies*; ensured sound revenue projections based on Student Centered Funding Formula, including impact of state COLA on rates and relationship of changes in local FTES, supplemental, and success metrics.
- *Effective professional development training*; developed and presented training on many topics, including budget, audit, risk management, and regulatory/fiscal compliance to the campus community as well as at Statewide conferences including CCLC, ACCCA, ACBO, and SWACC.
- *Expert in oversight for Prop 39 general obligation bond funds*; provided fiscal oversight for \$500 million in funds, coordinated with bond committee, bond counsel, and consultants, pursued bond refunding for \$200 million in bond funding and achieved \$50 million in savings for taxpayers.
- *Instrumental in Student Housing planning*; in collaboration with Student Services and Facilities developed budget projections, with State Chancellor's Office and Legislative Analyst's Office, interpreted legislation; lease revenue bond funding and implications for community colleges.
- *Facilitated high quality accreditation reports*; collaborated with constituents as co-chair for Fiscal Resources Standard that contributed to an excellent accreditation outcome including a commendation for use of bond funds for facilities in support of instructional programs.
- **Recipient of ACBO Achievement of Excellence Award – 2022 (Walter Star Robie Award)**

- *Represented the District with private/public sectors* in support of District instructional programs, workforce development, and/or partnership activities. Provided recommendations and strategies to negotiate and develop contracts to maximize opportunities and minimize risks for District and/or Foundation entrepreneurial or business development ventures. Requested legal review as needed to ensure regulatory compliance.
- *Administered the District's property and casualty programs*; served as a board member and previously a claims committee member of the SWACC JPA that provides property and liability insurance, claims administration and legal support. Provided recommendations and facilitated implementation of risk management best practices, sought legal opinions to support as needed. Proactively minimized liability to ensure no major lawsuits in over 20 years.
- *Provided fiscal oversight for all construction projects*, including processing of accounts payable and regular updates to the Chancellor and bond oversight committee regarding the status of general obligation bond funding.
- *Served as the fiscal representative for the District's Citizens' Bond Oversight Committee* in accordance with Proposition 39 requirements to coordinate regular meetings, training, documents to support committee member appointments recommended to the Board of Trustees, oversight for and presentation of expenditure reports, and presentation of annual report for committee review and approval. Served as liaison with bond counsel, bond underwriter, financial underwriter for general obligation bond issuances, including; board approval of resolution, financial documents to support issuance, bond rating process, sale of bonds, and any other legal or financial issues.
- *Established asset inventory processing and tracking* for all capital equipment and furniture as well as the development, maintenance, and updating of the District equipment replacement plan. Ensured coordination of annual inventory with campus departments, provided regular reports to department vice-presidents, facilitated resolution of exception reports, and submit lists of surplus items for board approval.
- *Provided fiscal support for self-supporting programs*; including contract education, workplace training, community education, international student program, performing arts center, and early childhood education program to ensure budget development reflected revenues that exceeded expenses to avoid deficit spending that would require a district subsidy.
- *Responsible for fiscal oversight of Foundation, 501 (c) 3 Auxiliary Organization*, including accounting and audit processes as well as coordination with legal counsel to ensure legal and regulatory compliance and currency of governing documents for a 501 (c) 3 Auxiliary Organization; implementing regulations, bylaws, operating agreement with the District, and related Foundation and District policies and procedures. Served as Treasurer for COC Foundation and served on Board as well as Executive and Finance committees.
- *Served as fiscal representative on District administrative team for represented group negotiations*; prepared fiscal reports and analysis including total compensation analysis based on salaries and benefits, encouraged transparent discussions to facilitate mutually beneficial outcomes.
- *Conferred with external auditors* in the performance of a variety of fiscal and operational audits, and coordinated with appropriate management personnel regarding related issues, findings, and concerns resulting in over 20 years of nearly 60 clean audits for District (Financial, Federal, State), Foundation auxiliary organization, and general obligation bond financial and performance audits.
- *Participated on Enrollment Management Committee*; served as "tri-chair" for 15 years, provided input as a member of the Apportionment Coordination team, directed analysis of FTES projections by category for budget and apportionment reporting, and presented executive summary to Chancellor prior to submission of CCFS 320 reports to State Chancellor's Office.

- *Interpreted administrative policies and procedures*; provided direction to create, revise, interpret, communicate, and implement nearly 80 Business Services policies and procedures based on changes in regulations or local protocol that supported functional and compliant operations and accreditation requirements. Engaged in a review process with constituents with a participatory governance committee to receive feedback and incorporate revisions, as appropriate.
- *Served on District accreditation committee*; appointed as co-chair of subcommittee for Fiscal Resources section; coordinated meetings and received input to collaboratively prepare documents, including all related data. Provided oversight for the preparation of the ACCJC financial report and presented results annually to the District accreditation steering committee.
- *Served on several key district-wide committees* including the College Planning Team, the President's Advisory Council on Budget, the Management Advisory Council, and Enrollment Management. Provided input to strategy discussions and made fiscal and budget presentations.
- *Ensured effective utilization of District funds* via a wide range of analysis, supervision and monitoring of the investment of the District's finances. Ensured regulatory compliance for all aspects of District's finances and operations in consultation with legal counsel, auditors, and regulatory agencies.
- *Served on District Incident Command Team* for over 15 years, participated in CERT, CPR, and other pertinent training. Coordinated professional development training based on identified scenarios, including earthquake, fire, bomb threats, etc. Facilitated the resolution of claims against the District by working with campus safety to receive incident reports and provide additional information.
- *Represented the District*; developed community contacts and engaged in membership in community organizations and in meetings with local, state, and national organizations.
- *Initiated effective communication*; provided leadership to the development and maintenance of working relationships with all with Chancellor's Office, Instruction, Student Services, Facilities, Technology, Public Information, Institutional Effectiveness, and other departments.

Healthcare Accounting and Finance - 15 Years

<i>Director, Budget and Reimbursement</i> <i>May 1995 to March 2001</i>	<i>Simi Valley Hospital and Healthcare Services</i> <i>2975 N. Sycamore Drive, Simi Valley, CA 93065</i>
<i>Administrative Coordinator</i> <i>January 1995 to May 1995</i>	<i>Warner Pacific Insurance</i> <i>32110 Agoura Road, F3, Westlake Village, CA 91361</i>
<i>Director Reimbursement</i> <i>March 1990 to December 1994</i>	<i>Providence Saint Joseph Medical Center</i> <i>501 Buena Vista Street, Burbank, CA 91505</i>
<i>Junior Accountant</i> <i>July 1984 to December 1985</i>	<i>Kinsel Accountancy</i> <i>Los Angeles, CA</i>
<i>Outpatient Registration</i> <i>January 1984 to June 1984</i>	<i>Glendale Adventist Medical Center</i> <i>Glendale, CA</i>
<i>Accounting Assistant</i> <i>January 1984 to December 1984</i> <i>February 1979 to February 1982</i>	<i>Antelope Valley Hospital Medical Center</i> <i>1600 West 10th Street West, Lancaster, CA 93534</i>

Property Management Accounting and Finance – 1985 to 1990

<i>Accounting Supervisor</i>	<i>JDC Property Management Company</i>
<i>Senior Staff Accountant</i>	<i>Jenkins Property Management</i>
<i>Accountant</i>	<i>Gans Management Corp</i>

SKILLS, TRAITS, AND ABILITIES

- Collaborative leadership in a community college environment.
- Ability to use persuasive and critical thinking skills in decision-making.
- Computer proficiency in Microsoft Word, Excel, PowerPoint and Outlook.
- Excellent verbal and written communication and presentation skills.
- Employ critical thinking and creative approaches to problem solving.
- Emphasis on project management with clearly defined outcomes.
- Demonstrated integrity and positive attitude.

PROFESSIONAL AND COMMUNITY AFFILIATIONS

Awards and Professional Organizations

- *ACBO* – 2022 Achievement of Excellence Award
- *National Procurement Institute*–2022 Annual Achievement of Excellence in Procurement Award

Professional Organizations

- *Association of Chief Business Officers (ACBO)*
 - Board Member 2010-2013
- *Association of California Community College Administrators (ACCCA)*
 - CFLA (Committee for Legislative Advocacy) Vice-Chair, 2020-2024
- *State Chancellor's Office Fiscal Advisory Workgroup*
 - ACBO Representative 2010-2024
- *Statewide Association for Community Colleges (SWACC)*
 - Board Member, 2001-2024
 - Claims Committee Member, 2002 to 2014
- *Institutional Partnership Initiative (IEPI)*
 - Executive Oversight Committee and Advisory Committee Member, 2014-2020
 - Fiscal Agent – Santa Clarita Community College District, 2014-2024

Community Involvement

- *College of the Canyons Foundation* - Treasurer and Board Member, 2002 to 2024
- *Henry Mayo Newhall Hospital Finance Committee* – Member 2002 to present
- *Santa Clarita City Redevelopment Agency Oversight Board* – Vice President – 3 years

LinkedIn Profile: www.linkedin.com/in/sharlene-coleal