

District-wide Functional Map Coast Community College District

As of 2/4/2013

Division: CHANCELLOR'S OFFICE

Chancellor: Dr. Andrew Jones

The Chancellor bears responsibility and is fully accountable for all operations, programs, and services provided in the name of the district. Working with all district constituencies, the Chancellor guides the development of the district's mission and strategic goals and oversees the allocation of district resources in their support. As the District's chief executive and advocate, the Chancellor also represents the interests of the district and colleges to local, state, and national stakeholders and decision makers. The Chancellor delegates appropriate authority to the college presidents and holds them accountable for the operations and programs offered at district colleges.

Accreditation standards addressed by the responsibilities described in the section below: I.A.1—4, I.B.4 & 6, IV.A.1—5, III. D. 1, III. D. 2 d, IV.B.1 a—h, IV.B.2 a—e, IV.B.3 a—g

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Institutional Leadership	<p>The Chancellor serves as chief executive of the District</p> <p>Advises the Board of Trustees</p> <p>Establishes and maintain the roles and responsibilities of the District in relation to the colleges and evaluates this delineation on a regular basis to improve District/College functions</p> <p>Serves as liaison between the colleges and the Board of Trustees</p>	<p>Presidents provide leadership at the colleges</p> <p>Presidents encourage a culture of participatory governance and collegial decision making</p> <p>Presidents assume responsibility for all educational and student services programs offered in the name of college</p> <p>Presidents support the District collective bargaining process by providing management collective bargaining team members and by providing input on interests and proposals as</p>	<p>District fulfills its stated mission, as documented by established outcomes measures and outcomes associated with district and college institutional effectiveness reports</p> <p>The Board is fully informed of District strategic priorities and other district-wide initiatives</p> <p>New board members are oriented</p> <p>Board participates in annual self evaluation and retreat</p>

	<p>Participates in the orientation of new board members</p> <p>Coordinates the completion of the Board's annual self-evaluation and retreats</p> <p>Supervises, coordinates, and evaluates the activities of the Chancellor's direct reports (presidents & executive staff)</p> <p>Assures the quality of all district –level decision-making and participatory governance processes</p> <p>Provides leadership in the development of the District Mission and strategic and facilities plans</p> <p>Provides leadership for collective bargaining processes</p> <p>Provides leadership for the on-going improvement of district-wide administrative support services</p>	<p>appropriate</p> <p>Presidents demonstrate leadership in evaluating the college's effectiveness in achieving its mission and goals</p> <p>Presidents demonstrate leadership in guiding the development of strategic and operational planning and goal-setting processes and their common improvement.</p> <p>Presidents serve as executive representatives on district-wide councils and committees</p> <p>Presidents represent their colleges and the District to the communities they serve</p> <p>Presidents participate actively in an on-going dialogue meant to clarify district/college functions and responsibilities in a collaborative setting</p>	<p>Chancellor's Cabinet meets regularly to formulate policy recommendations and discuss future initiatives</p> <p>As evidenced by survey data, district-wide participatory governance processes are actively supported and are assessed and improved regularly</p> <p>Goals and objectives of the District Strategic Plan are monitored, revised regularly, and effectiveness outcomes are reported annually to the Board</p> <p>Business contracts are developed responsibly and honored</p> <p>Labor contracts are negotiated responsibly and honored</p> <p>District policies and procedures are followed and are evaluated and revised cyclically. The delineation of district/college roles and responsibilities ("Functional Map") is revised periodically through a process of mutual dialogue between the District Office, district-wide operations, and the colleges</p> <p>The Chancellor's Cabinet, the colleges, and the Board communicate efficiently and regularly</p>
<p>Board Policies and Administrative Procedures</p>	<p>Advises the Board in the development of Board policies and Administrative Procedures</p> <p>Establishes and maintains district-wide administrative policies through Chancellor's communications and Administrative</p>	<p>Presidents and college leadership participate in district-wide councils and committees to develop policy recommendations</p> <p>Presidents and college leadership monitor the effectiveness of policies and periodically make recommendations for their revision</p>	<p>Board policies and administrative procedures are implemented, evaluated and revised on a regular basis using the process defined in Board Policy 2410 and Administrative Procedure 2410 Board Policies and Administrative Procedures.</p>

	<p>Regulations</p> <p>Provides for the regular review and updating of all communications and administrative policies</p>		
Advocacy	<p>Represents the District and colleges to local, state, and national constituencies</p> <p>Participates in the development of legislative policy and advocacy positions on behalf of the District and the colleges (i.e., resolutions, participation in state organizations, etc)</p>	<p>Presidents represent the college and District to external stakeholders and local, state and national constituencies</p> <p>Through Board committees and district-wide councils, presidents and college leaders participate in the formulation of advocacy positions and priorities</p>	<p>The district is represented at local, statewide, and national events</p> <p>The district has an effective legislative agenda which is evaluated regularly via the Board's Legislative Committee</p>
Financial Stability and Resource Development	<p>Assures that District resources are aligned in response to the district's mission and strategic goals and priorities</p> <p>Provides budgetary accountability at the District and college level</p> <p>Establishes long-range plans to assure District and college fiscal stability</p> <p>Identifies and pursues initiatives to augment District and college resources and external partnerships</p> <p>Coordinates and implements District bond programs to secure bond funding</p>	<p>Presidents assure that college resources are allocated in response to institutional mission and in support of college strategic goals and priorities</p> <p>Presidents and college leaders assure that the institution is operated in a fiscally responsible manner and that long-term obligations are met</p> <p>Presidents and college leaders identify and pursue external funding sources to augment college budgets</p> <p>Presidents participate in the implementation of local bond projects in order to maximize outcomes and shepherd funding</p>	<p>District resource allocation acknowledge District strategic goals and objectives</p> <p>District maintains a sufficient reserve</p> <p>District budget allocation model is reviewed and revised regularly</p> <p>The District Budget Advisory Committee addresses short-term college budget shortfalls, if needed</p> <p>External partnerships result in verifiable increases in district revenues, if appropriate</p> <p>Bond programs are executed efficiently and are in compliance with state laws and guidelines</p>
District and College Foundations	<p>Participates in the selection of Director of the District Foundation and assists in District Foundation activities and fund raising efforts</p> <p>Assures that the District Foundation operates in a fiscally responsible manner</p>	<p>College presidents participate in the selection of college foundation directors</p> <p>College presidents assure that foundations operate in a fiscally responsible manner</p>	<p>Foundations' audit reports are unqualified</p> <p>District Foundation awards scholarships to students annually</p>

**Division: EDUCATIONAL SERVICES AND TECHNOLOGY
Vice Chancellor: Dr. Andreea Serban**

Roles & Responsibilities

The Division of Educational Services and Technology provides oversight, coordination and support for instructional, student services, and career technical education programs across the district as well as for grant development, educational and strategic planning, institutional research, international programs, and economic and partnership development. The Division of Educational Services and Technology provides support and coordination for college accreditation and integration of District related information in the college institutional self-evaluations. The division also provides leadership for the strategic planning, development, implementation, and support of district-wide information and learning technologies for instruction, student services and administrative and operational systems.

The District Information Services unit reports to the Vice Chancellor of Educational Services and Technology. The District Information Services is charged with information systems, networks, and telecommunications and computer services. The department makes specific recommendations to the District Executive Team on the use of technology throughout the District regarding both ongoing activities and future direction. Each College also has its own information technology staff and operations.

Accreditation standards addressed by the responsibilities described in the section below: I.A.1—4, I.B.1—7, II. A. 2 e & f, IV. B.1 I, IV.B.1 j, IV. B. 3 a & f, IV. B. 3. g

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Strategic Planning	<p>Guide periodic review of the District's mission, assess the effectiveness of its implementation, and assure that the mission aligns with the district's strategic goals and priorities</p> <p>Support the design, implementation, and assessment of the District Strategic Planning process leading to publication of the District Strategic Plan (DSP)</p>	<p>Provide input to the strategic planning process through participation on the District and College Planning Taskforces</p> <p>Collection and organization of background information and environmental scanning</p> <p>Coordination of campus input in the development of college plans</p>	<p>The district's mission is reviewed and revised on a regular basis</p> <p>The District Strategic Plan is developed through a broad and inclusive process and adopted by the Board</p> <p>The goals and objectives of the District Strategic Plan are aligned with the district mission</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	<p>Ensure the development of the District Strategic Plan is vetted through a broad and inclusive process before being considered and adopted by the Board of Trustees.</p> <p>Review and modify DSP goals and objectives on a periodic basis</p> <p>Define and monitor indicators of institutional effectiveness correlated with the DSP goals and objectives</p> <p>Monitor the effectiveness of district and college efforts in support of DSP goals and objectives</p> <p>Facilitate annual presentations to the Board of Trustees and other groups on measures of institutional effectiveness, including the ARCC AB 1417 outcome measures, and measures associated with the Basic Skills Initiative</p>	<p>Facilitate the development of college planning goals and objectives. Align college goals and objectives with those of the District Strategic Plan</p> <p>Maintaining and publishing the college plan</p> <p>Design and implement regular, systematic college-level planning processes, including educational master planning, strategic planning, facilities master planning, information technology planning, budget planning, program review, etc.</p> <p>Establish cycles of assessment and program improvement linked to planning goals and objectives</p> <p>Facilitate and coordinate assessment of effectiveness of all college programs and make changes to improve institutional effectiveness</p> <p>Report on a regular basis to local stakeholders, the public, and the Board of Trustees on the effectiveness of college planning efforts</p>	<p>Indicators of access, student success, educational excellence, demonstrate institutional improvement</p> <p>District and college planning efforts are evaluated periodically, and, as a result of such evaluation, are revised to guarantee continuous institutional improvement</p> <p>The Board and District and college constituencies are informed about the District mission and the DSP</p>
Accreditation Support	<p>Assist college personnel in coordinating accreditation efforts for comprehensive site visits and midterm, progress and other required annual reports</p> <p>Provide college accreditation leaders information in support of district-wide accreditation issues</p> <p>Coordinate the development of timelines for the completion of institutional self-evaluations and</p>	<p>The Colleges offer educational and student support services that fulfill all eligibility and standard requirements for accreditation</p> <p>Organize college efforts to meet or exceed accreditation standards</p> <p>Develop timelines aligned across the three colleges for completing the accreditation institutional self-evaluation</p> <p>Complete accreditation self-evaluation, midterm, and progress reports in a timely manner</p>	<p>Colleges complete accreditation processes efficiently and submit reports for Board review on time</p> <p>The accrediting commission acts to reaffirm the accreditation of colleges upon receipt of self evaluation, midterm, and progress reports</p> <p>The Board, the general public, and all college stakeholders are informed about the accreditation status of colleges through materials posted on the college web sites and</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	<p>continues to monitor college progress</p> <p>Vice Chancellor serves as liaison to the Board of Trustees and the Chancellor on all issues related to college accreditation</p> <p>Vice Chancellor coordinates the production, review, and updating of the "Functional Map" of district/college responsibilities and duties</p>	<p>The college supports the production of self evaluation evidence as well as evidence collection, storage and retrieval</p> <p>Monitor changes and submit substantive change reports as needed</p> <p>Submit reports for public Board review and approval prior to forwarding them to the ACCJC</p> <p>Participate in district-wide accreditation coordination activities, including those devoted to reviewing and updating the "Functional Map" of district/college duties and responsibilities</p>	<p>presentation at Board meetings.</p>

Institutional Research

Accreditation standards addressed by the responsibilities described in the section below: I. B. 1, I. B. 3 & 4, I. B. 6 & 7, II. A. 1 a & b, II. B. 1 & 3

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Policy & Decision Support	<p>Research and analyze multi-college and district wide issues as requested</p> <p>Maintain a District repository of research reports completed</p>	<p>Research and analysis for individual college issues</p> <p>Maintain a college repository of research reports completed</p>	<p>User satisfaction on responsiveness and adequacy of research</p> <p>Continuing self evaluation based on keeping current with the field of higher education policy and research</p> <p>Number of titles added to repository each year</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Assessment of Institutional Effectiveness including Student Learning Outcomes (SLOs)	<p>Coordinate with the college Research Directors the development and publishing of district-wide measures of institutional effectiveness (Key Performance Indicators).</p> <p>Interpret and provide context to District constituents.</p> <p>Develop and maintain District fact sheet</p>	<p>Develop and publish college-specific measures of institutional effectiveness (Key Performance Indicators).</p> <p>Interpret and provide context to college constituents.</p> <p>Facilitate and support, with faculty SLO coordinators, the complete cycle of assessment for all courses, programs, and institutional SLOs.</p> <p>Collect and manage the information from completed SLO assessments, including documented changes resulting from the assessment process.</p> <p>Facilitate college-wide dialogue where appropriate.</p>	<p>Standardization of information</p> <p>Continuing self evaluation of appropriateness/extent of information posted to web site based on conversations with users</p> <p>Evaluation by superiors on responsiveness to requests and adequacy of information provided</p>
Ad Hoc Research Requests	<p>Field and respond to requests that are district-wide.</p> <p>Either collaborate with College Research Directors to develop the report or vet the completed reports through College Research Directors prior to release.</p>	<p>Field and respond to requests specific to the College.</p> <p>Redirect requests from outside of the District to in-house legal counsel for review.</p>	
Data Validation	<p>Submit data files to external agencies for validation</p> <p>Provide external agencies data error reports to colleges</p>	<p>Analyze and validate college data</p> <p>Creation of Error Checking reports (ODS or Argos)</p> <p>Correct data in Banner in accordance to external mandates</p>	<p>Meets or exceeds external agencies reporting standards:</p> <p>Chancellor's Office/IPEDS/ Department of Education.</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Report Requests for Release in Production Environment	<p>In collaboration with IT staff, create reports using ERP data and agreed upon report writing systems</p> <p>Assist in the validation of data</p>	<p>Assist in the validation of data</p> <p>In collaboration with IT staff, create reports using ERP data and agreed upon report writing systems</p> <p>In collaboration with IT staff, manage report inventory</p>	Standardization of reporting processes and output.
Environmental Scan	<p>In coordination with College Researchers, provide common data regarding demographic, employment, educational, economic trends for the District and surrounding service areas</p> <p>Provide information on state and national trends affecting the district planning efforts</p>	Provide college specific trend data, as needed, to support college planning	Production of data, statistics and graphic presentations.
Survey Development, Administration, Analysis and Support	<p>Develop, analyze and coordinate surveys as needed</p> <p>Provide expertise in survey development and implementation to various District constituencies</p> <p>Creation and coordination of manager evaluation surveys for district managers and college presidents.</p>	<p>Develop, analyze and coordinate campus staff and student surveys as needed.</p> <p>Provide expertise in survey development and implementation to various campus constituencies</p> <p>At Coastline and Orange Coast Colleges, creation and coordination of manager evaluation surveys for all levels of management through Vice Presidents.</p>	Completed surveys.
Accountability & Compliance Reporting	<p>Running, downloading, compiling, editing & sorting MIS submission reports from BANNER.</p> <p>Creation of reports files from the ODS and other sources for those MIS reports that are not available from BANNER (EB, EJ, SV).</p>	<p>Compile, review and verify the following reports/requirements, as appropriate, e.g.:</p> <ul style="list-style-type: none"> ARCC Basic Skills 320 Apportionment Reports Gainful Employment 	<p>MIS data submitted to CCCCO for subsequent upload to IPEDS and the ARCC Report.</p> <p>Funding for categorical groups from MIS term submissions.</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	<p>Work with college research offices to resolve any data errors in MIS submissions.</p> <p>Work with campus contacts for review and approval of categorical (CalWORKs, Disabled Students, EOPS) and course data.</p> <p>Coordinate with campus HR staffs to acquire information for the EJ report (faculty reassignment/release time).</p> <p>Input college-specific IPEDS data on the web and review data supplied through CCCC.</p> <p>Calculation of the Full-Time Faculty Obligation data.</p>	<p>IPEDS</p> <p>Accreditation annual reports Periodic CCCC reports/surveys.</p> <p>Review accuracy of IPEDS data submitted by District and provide feedback on submission errors.</p> <p>Respond to external surveys as requested.</p>	<p>Data available on the CCCC Data Mart web site.</p> <p>College data is reflected on the IPEDS College Navigator web site and issued in the annual ARCC Report.</p> <p>Gainful employment reporting and disclosure requirements submitted.</p> <p>Accurate and timely 320 apportionment reports.</p>

Instructional and Student Support Services

Accreditation standards addressed by the responsibilities described in the section below: II. A.1, II.A.3-8, II.B.3.d, II.A.1 a—c, II.A.2.a, II.A.2.f, II.B.1 & 2, II.B.3.a—d

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Student Services Support	<p>Provision of information, assistance, coordination and guidance to District and college leaders to assist them in achieving their institution's mission and goals.</p> <p>Review, revision and consultation on educational policies to ensure responsiveness to the district-wide needs and statutory and</p>	<p>Deliver student services</p> <p>Manage programs (budget and reporting)</p> <p>Identify policy, systems and procedural needs</p>	<p>Count of Board Policies and Administrative Procedures reviewed and, if necessary, updated annually</p> <p>Satisfaction of constituency groups with revised systems and procedures</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	<p>regulatory compliance.</p> <p>Review and revision of educational support systems & procedures in order to provide improved efficiency and effectiveness.</p>		
<p>Curriculum Development, Revisions, Coordination and Support</p>	<p>Preparation of Board agenda items related to curriculum</p> <p>Board of Trustees has final approval authority on all courses and programs</p>	<p>College level course and program development, approval and revision</p> <p>Develop and implement program and viability review procedures</p> <p>Curriculum delivery</p>	
<p>International Student and Study Abroad Programs Development, Administration and Support</p>	<p>Assist colleges with developing international student program plan</p> <p>Develop recruitment materials including translation into other languages if necessary</p> <p>Assess international student needs and 'best practices' for support services</p> <p>Coordinate with the colleges on international student related programs and issues</p> <p>Establish and maintain professional networks with related local, state, national and international organizations and agencies</p> <p>Research and write or assist with writing proposals for international education initiatives and grants</p> <p>Coordinate and administer study abroad programs</p>	<p>Recruitment of international students</p> <p>Support and instructional services for international students</p> <p>Reporting to SEVIS and compliance with federal regulations related to issuance of I20 and maintenance of foreign student status</p> <p>Development and implementation of partnerships with organizations and foreign colleges and universities</p>	<p>Number of international students attending the colleges</p> <p>Diversification of countries of origin for enrolled international students</p> <p>Partnerships with foreign colleges and universities and organizations that facilitate internationalization efforts</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Student Success & Basic Skills Initiatives	<p>Support the District's activities and strategies related to student success</p> <p>Work with district and college senior staff to define and implement policies and strategies related to student success</p> <p>Vice Chancellor of Educational Services and Technology serves as liaison to the Board of Trustees and the Chancellor on issues of student success and basic skills</p> <p>Vice Chancellor of Educational Services and Technology serves as liaison to local, state, and national groups on issues related to student success and basic skills</p>	<p>Maintain Student Success Committees (or committees dedicated to student success) and participate in the district-wide Student Success Initiative (SSI)</p> <p>Organize activities on campus devoted to enhancing student success outcomes</p> <p>Participate in the state Basic Skills Initiative and report to the state and the Board of Trustees regularly on actions taken and improvements made in support of basic skills programs</p> <p>Represent the college to local, regional and statewide constituencies on issue of student success and basic skills</p>	ARCC measures and other locally defined Key Performance Indicators
District-wide Educational Initiatives	<p>Explore and, when appropriate, guide the development of innovative educational partnership programs with area public and private organizations</p> <p>Work with college faculty and staff to implement innovative educational partnership programs</p>	<p>Explore and, when appropriate, guide the development of innovative educational partnership programs with area public and private organizations</p> <p>Work with district and college staff to implement innovative educational partnership programs</p>	<p>Development of new educational partnership programs</p> <p>Increasing numbers of students enrolled and graduating from new partnership programs</p>

Grant Development, Management, Coordination and Support

Accreditation standards addressed by the responsibilities described in the section below: II. A.1.a & b, II.A.5, III.C.1.b, III.D.2.a, b, d, f

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Grant Development, Administration and Reporting	<p>Identification of grant opportunities</p> <p>Coordination of grant efforts across the District</p> <p>Gathering of data and information to support grant</p> <p>Assist with development of match and identification of partners/collaborators</p> <p>Assist with grant administration, evaluation and reporting, as needed</p> <p>Prepare and submit quarterly and annual reports for grants from the State Chancellor's Office (e.g., SB 70 grants)</p> <p>Final approval</p>	<p>Grant development and identification of appropriate college staff to develop the grant application</p> <p>Grant preparation, identification of partners/collaborators and matches</p> <p>Final college level approval and authorization</p> <p>Implementation of grant objectives</p> <p>Evaluation of grant activities</p> <p>Reporting to granting agencies</p>	<p>Timeliness of data-gathering to support grant development</p> <p>Timelines and responses</p> <p>District Office turn-around time on acquiring signatures</p>
Perkins Career Technical Education Act Administration and Support	<p>Prepare and submit District Perkins Reports</p> <p>Monitor Perkins funds</p> <p>Provide information to colleges regarding funds and their use; provide information to colleges when opportunities occur for accessing additional funds</p> <p>Assist colleges with establishing annual targets for core Perkins indicators and monitor actual achievement of established targets;</p>	<p>Develop and implement funding distribution system for distributing Perkins funds to career and technical departments</p> <p>Ensure that program activities and expenditures are consistent with the approved annual plan</p> <p>Hold advisory meetings at least once per year for each</p> <p>Conduct program reviews every two years.</p>	<p>Meeting annual Perkins plans within established budgets and stated objectives</p> <p>Reaching annual targets for core Perkins indicators</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	<p>communicate with the State monitor on core Perkins indicator targets</p> <p>Act as liaison with state monitor on behalf of colleges</p> <p>Keep colleges informed on state and national issues affecting vocational programs.</p>		

Information Technology

Accreditation standards addressed by the responsibilities described in the section below: III.C.1, III.C.1.a., III.C.1.b, III.C.1.c, III.C.1.d, III.C.2.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Technology Services and Support	<p>Enterprise Resource Planning (ERP) software, hardware, and sub-systems</p> <p>Coordinate, research, develop, and implement, new IT systems and applications</p> <p>Telecommunications, internet, and network systems and related infrastructure</p> <p>Coordinate and develop with campus IT departments' security standards for systems, networks, and data.</p> <p>Project management for IT initiatives.</p>	<p>Program review through various user departments to prioritize what to move forward to College Technology Committee.</p> <p>Instructional lab needs are coordinated between the faculty and college IT departments</p>	<p>Maintenance of existing systems</p> <p>Projects completed</p> <p>Colleges regular technology survey/evaluation</p> <p>Resource requests</p> <p>District and College Technology plan</p> <p>Planning committee minutes</p> <p>Technology replacement schedule</p> <p>Work orders/email</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Technology Training	<p>Provide user and technical training for the ERP and sub-systems.</p> <p>Coordinate the development of procedure guides for the proper use of the ERP software and sub-systems.</p> <p>Provide non ERP related user training for district office personnel</p>	College IT leadership, through program review processes, develops and reviews training requests.	<p>Staff training documentation is available on the Voyager website.</p> <p>Procedure manuals are available in the Voyager portal.</p> <p>College Program review identifies staff development/training needs.</p> <p>Resource requests</p> <p>Staff Development Committee meeting minutes</p>
Technology Planning, Maintenance and Upgrades	<p>Coordinate upgrades and maintenance to ERP and related sub-systems hardware and software with the District-wide Continuous Improvement Committee (CIT).</p> <p>Coordinate upgrades and maintenance to telecommunications, networks, and security related hardware and software with the campuses IT departments.</p>	<p>College technology plans include a schedule for replacement hardware and infrastructure.</p> <p>Determined by available funding</p>	<p>CIT agendas and documentation illustrate the process of technology planning.</p> <p>The Voyager website lists upgrades and acquired technology.</p>
Technology Resource Allocation	Through CIT and district-wide IT leadership, all technology support and services are reviewed to ensure the institution's needs are met.	Through Program reviews and technology surveys, college determines IT needs.	The Voyager website lists all enhancements pending with priority ranking, in-progress, or completed.
Technology Planning integration	Technology planning, at the District level, is primarily coordinated through the CIT. This provides a bottom up approach for evaluating technology resources and identifying areas for improvement.	College annual budget and planning process incorporates college technology needs.	<p>CIT and its sub-committees meeting agendas and documentation are available on the Voyager portal.</p> <p>Lab usage reports.</p>

Division: Human Resources

Vice Chancellor Dr. Deborah Hirsh

Roles & Responsibilities

The Division of Human Resources assists the colleges with all aspects of their human resources services. Examples include: the recruitment, qualification verification and hiring of academic personnel; the hiring of classified staff and management, oversight of performance evaluations, training and development; discipline and grievance processes, ongoing labor relations, collective bargaining, maintenance of employee records; employee leaves; and employee benefits administration. In addition, the Division of Human Resources ensures compliance with Equal Employment Opportunity Regulations such as Title 5, sections 53000 and 59300, and applicable Board Policy, to facilitate equal employment opportunity and promote staff diversity. The Human Resources Division coordinates the development of the District Equal Opportunity Plan, hiring policies and procedures consistent with the Plan, and administers all state and federal reporting requirements related to equal opportunity and diversity. Further, the Division of Human Resources provides technical assistance and support to the colleges on issues of compliance in all aspects of labor law, Board Policy, and collective bargaining agreements. The Division of Human Resources serves as liaison to the State Chancellor’s Office and other agencies regarding investigations and resolution of discrimination and sexual harassment complaints. Finally, the Division of Human Resources, in consultation with district-wide constituent groups, evaluates the ongoing needs relating to employee and dependent health benefits, and administers the District Wellness Program.

Accreditation standards addressed by the responsibilities described in the section below: III.A.1.a, III. A.3. a-b, III. A.4.a & c, III. A.5 a & b, III.A.6, IV.A.2.a.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Recruitment, Selection, Hiring, Qualifications & Assignment ; Leaves management; and maintenance of accurate data and personnel records	Conduct recruitment campaigns to attract diverse, qualified and talented candidates. Ensure recruitment plan is integrated with institutional goals as articulated in the Vision 2020 plan and college staffing plans.	Follow applicable Board Policy and Administrative Procedures for the hiring of staff and faculty. Incorporate District and college hiring procedures.	Timely processing as measured by data kept in logs. Accuracy of employee data, assignment, FTE and pay as shown by audit.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	<p>Employ branding campaigns as necessary to attract diverse, talented pools of applicants.</p> <p>Use market research to diagnose and improve recruitment campaigns (e.g. CCC Registry, HigherEdJobs, InsideHigherEd).</p> <p>Use metrics to identify strengths and weaknesses in recruitment campaigns (MQ and Level 2 Screening).</p> <p>Review faculty candidates to ensure Minimum Qualifications are met; assign FSA within 3-4 days after receipt of completed new hire packet.</p> <p>Routinely audit assignment data to ensure adherence to Federal and State laws, rules and regulations as well as Board policy and contractual obligations.</p> <p>Input and track degrees; provide written summary reports to Bargaining Units and Office of Instruction for each campus as needed.</p> <p>File and track employee evaluations in official personnel records.</p> <p>Tracking and management of employee leaves—illness, sabbatical, WC, and FMLA in consultation with college</p>	<p>Review faculty candidates for Minimum Qualifications for FSA's, makes recommendation to District Office for final clearance of FSA in discipline</p> <p>Review staff and classified management candidates for minimum qualifications for positions.</p> <p>Enter accurate assignment info</p> <p>Leaves: Receive employee requests, validate requests, grant/deny requests, update attendance records</p>	<p>Accuracy in Leave Tracking as demonstrated in an annual audit.</p> <p>Performance in annual audits by District external auditors of payroll related data and faculty minimum qualifications.</p> <p>Performance in audit by CalPERS and CalSTRS of assignment and payroll data.</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	administration re leave eligibility requirements, review of fitness exam requests for appropriateness.		
<p>Communication</p> <p>HR Board Policy Development</p> <p>HR Administrative Procedures</p>	<p>Review Policies as scheduled on three year policy review plan</p> <p>Update Policies through participatory governance, executed through Chancellor's cabinet and specially appointed Task Forces</p> <p>Development and updating of HR Board Policies and Administrative Procedures in accordance with Policy Review Plan</p> <p>Present recommended changes to Board Personnel Committee and submit to Board of Trustees for two reading adoption phase.</p>	Provide input.	<p>Determine if Policies were completed in accordance with agreed upon timeline.</p> <p>Seek feedback from District General Counsel on legality and clarity of proposed Policy changes.</p> <p>Seek constituent feedback through Chancellor's Cabinet</p>
Collective Bargaining	<p>Negotiation of new contract language and modifications.</p> <p>Consultation with management on contract interpretation and compliance.</p> <p>Responsiveness to employee and union inquiries.</p> <p>Training of Management on contract changes to ensure consistent application and contract compliance across the District.</p>	Read contracts, comply with contracts, supply negotiating team members, and identify contract language that is no longer relevant or hampers college objectives.	<p>New contracts are within Board's stated budget parameters</p> <p>Frequency or infrequency of Grievances and Arbitrations</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	Printing, distribution and storage of physical contracts and signed electronic versions.		
Disciplinary and Grievance Processes	<p>Consultation with college administration re grievance response; communication with union as required; respond to grievance at Level III, coordination of mediations; coordination of arbitrations; representation of District; pursuit and structuring of settlements</p> <p>Consultation provided to college administration on early stages of performance issues. Assistance provided in drafting documents. Review of proposed disciplinary action and substantiation; coaching provided to college in assembling complete package, draft charges, conduct Skelly conference, assist with preparation for Board review, and coordinate presentation for action by the Board of Trustees. Implementation of penalty. Representation of District in appeal hearing. Training provided to colleges as needed.</p>	<p>Comply with collective bargaining agreements (FT Faculty, Part Time Faculty, and Classified Personnel) with regards to due process, and grievance processes to address local concerns and ensure adherence to negotiated timelines.</p> <p>Respond at Informal, Level I and II to grievances pursuant to relevant contract, investigate claim, respond appropriately to union, implement corrective action as necessary, participate in arbitrations when necessary</p> <p>Relative to discipline, assemble documentation and facts supporting discipline, coordinate with the District HR office to determine and execute as appropriate: an appropriate penalty, draft letter of reprimand, meeting with employee, execute discipline, participate in appeal hearings when needed</p>	Adherence to contractual timelines
Performance management	Maintenance of district-wide employee evaluation system pursuant to collective bargaining agreements. Develop and maintain classified manager and educational administrator evaluation	Provide clear expectations of job performance; provide timely and objective feedback on employee performance; recognize good work, take corrective measures when performance is unsatisfactory, administer timely evaluations in	Improvements in the completion rate of annual employee evaluations as demonstrated in annual audit.

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	<p>instruments.</p> <p>Provide training on requirements per collective bargaining agreements</p>	<p>accordance with collective bargaining agreements.</p>	
<p>Training for College HR Directors and others.</p> <p>Administer a District-wide Wellness program.</p>	<p>Close coordination with college HR Directors to identify problem areas and develop solutions.</p> <p>Provide training either in-house or through consultant services.</p> <p>Ensure compliance with Regulations requiring Sexual Harassment Training</p> <p>Response to college requests to deliver informal topics training including: performance appraisals, performance management, disciplinary process etc.</p> <p>Creation and maintenance of alliances with college administration and employees to aid in the promotion of EAP and Wellness Program at all worksites.</p> <p>Creation of a physical and mental wellness culture District-wide that communicates a caring approach to employees.</p>	<p>Determine training topic needs, contact HR for training, arrange room at college, and communicate to attendees</p> <p>Actively participate in comprehensive wellness program that addresses the physical, emotional occupational, intellectual, and social work/life issues of employees, track attendees at Wellness events.</p>	<p>Increase in the numbers of trainings presented as evidenced in tracking data on training provided.</p> <p>Evaluations of training provided to assess effectiveness.</p> <p>Increase in numbers of employees taking advantage of Wellness offerings (weight watchers at work, yoga, etc.)</p>
<p>Professional Development</p>	<p>Develop leadership training.</p> <p>Allocate funding as negotiated for all employees to pursue professional</p>	<p>Develop and administer college wide professional development program for all employees.</p>	<p>Annual report of employees participating in professional development activities.</p> <p>Reports from faculty members upon return</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
	<p>development through conference and meeting participation as negotiated.</p> <p>Allocate funding for all employees to pursue educational goals that enrich contributions to the District.</p> <p>Provide released time for employees to attend professional development activities.</p> <p>Work with Classified Union to coordinate classified employee job training program.</p>	<p>Support professional development committees at each college.</p>	<p>from sabbatical leave.</p>
Informational Reports	<p>Ongoing development/refinement of standard reports or ad hoc variants (e.g. reports by job code; reports by employee group, assigned pay, average absences by location, timecard reporting) that are available to campus users to run at will.</p> <p>Work with IT/Banner teams to develop new reports or improve accuracy of existing reports</p>	<p>Use available reports and provide feedback for modifications</p>	<p>Regular running of reports to validate data entry and maintain overall data integrity.</p> <p>Regular submittal of reports to outside agencies to validate accuracy of data reported by or received by the District.</p>
District EEO Plan	<p>Form district-wide EEO Advisory Committees to assist in plan development and implementation</p> <p>Work with EEO Advisory Committee Develop, implement, update, and disseminate a written plan district-wide</p>	<p>Provide input for development and implementation of the EEO plan</p> <p>Appoint members to serve on district-wide EEO Advisory Committee</p> <p>Provide training on the contents of the Plan</p>	<p>Ensure plan is implemented annually</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Service Outcome
Unlawful Discrimination Complaint Processing	<p>Receive and review all complaints</p> <p>Assign investigators and coordinate communications to applicable agency (i.e., State Chancellor's Office, DFEH, or EEOC)</p> <p>Prepare and provide summary of findings and administrative determination.</p>	<p>Receive, review and investigate complaints. College forwards complaints and investigations at the direction of District HR</p> <p>Provide information to Vice Chancellor of HR or designee for response to complaints from county, state, and federal agencies</p>	Complaints are processed within timelines established by Title 5 and by various regulatory agencies

Division: Administrative Services

Vice Chancellor Andrew Dunn

Roles & Responsibilities

The Vice Chancellor of Administrative Services is the chief business officer of the district and is responsible for accounting, budget, environmental compliance, hazardous materials and safety management, safety services, finance, payroll and risk management. In addition to these areas, Administrative Services manages the district's facilities, operations and construction management.

Accreditation standards addressed by the responsibilities described in the section below: III.B.1, III.B.1.a., III.B.1.b., III.B.2, III.B.2.a, III.B.2.b, III.D.1, III.D.1.b, III.D.1.c, III.D.1.d, III.D.2., III.D.2.a, III.D.2.b, III.D.2.c, III.D.2.d, III.D.2.e

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Safety & Security	<p>As adopted in 1992, BP 4611, Illness and Injury Prevention Program, stipulates the Board's policy of providing a safe and healthful workplace for its students, faculty, administrators, staff and visitors.</p> <p>The District's Risk Management Department, with assistance from the District's insurance broker, conducts a bi-annual safety and loss prevention inspection of all facilities owned by the District and its' colleges.</p> <p>On a continuous basis the District's Environmental Health and Safety department evaluates safety programs, projects, and facilities to identify potential risk exposure and implement appropriate engineering, administrative, or personal protective measures.</p> <p>The District must contract an independent DSA-certified inspector to oversee construction code</p>	<p>Program review drives resource requests and allocation, and is tied back to the institutions mission, goals, and values.</p> <p>Resource requests that have a health and safety component are reviewed by the Facilities Committee to consider prioritization.</p> <p>Maintenance tracks requests through the work order system.</p> <p>The campus works with architects, engineers and consultants to ensure that improvements and construction is done in compliance with State law.</p> <p>Annual inspections are done as necessary to ensure that the college is in compliance –</p>	<p>Board adoption of District Facilities Plan</p> <p>District maintains an ongoing Ex-Mod below 1, which reflects a loss ratio less than the average community college district in our insurance pool.</p> <p>Evaluation of facilities related requests and their funding are reviewed annually.</p> <p>Program review resource requests</p> <p>Facilities Committee Minutes</p> <p>Safety Audit History</p> <p>DSA Closeout Documentation</p> <p>Inspection Reports</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
	<p>compliance for each DSA project.</p> <p>Scheduled Maintenance Project Proposals for the most urgent and most qualified projects.</p> <p>Upon receipt of scheduled maintenance grant funding, the District allocates funds to the appropriate budgets, ensures the procurement of services consistent with the stipulations of the grant, and tracks/submits reimbursement documentation to the State Chancellor's Office as required.</p> <p>A number of facilities have been newly built or renovated under the District's Measure C Capital Bond Program. Engineered into these capital projects have been safety measures, air quality control, ADA accessibility parameters, and seismic safety precautions.</p> <p>Pursuant to Government Code 4450-4461, construction plans are reviewed and approved by the Division of State Architects in order to ensure the compliance with Title 24 building code and/or all other relevant construction codes and standards. The District is responsible for ensuring compliance with this requirement.</p>	<p>elevators, backflow devices, fire alarms, etc.</p>	<p>College work order process and documentation of completed work orders.</p>
<p>Capital Improvement & Maintenance</p>	<p>Board adoption of Facilities Master Plan</p> <p>In partnership with the State Chancellor's Office, the Facilities department conducts a comprehensive Facilities Condition Assessment every five years. This assessment forms the foundation for Capital Infrastructure and Scheduled Maintenance needs.</p>	<p>College Facilities Master Plan outlines the priorities for the campus.</p> <p>The College works closely with the District to identify priorities for funding in consideration of a local bond as well as prioritization of proposals to be submitted to the State through the IPP/FPP process.</p>	<p>Award of grant funding greater than or equal to CCCD's apportioned percentage</p> <p>Local bond expenditures and outcomes.</p> <p>Review and documentation of IPP/FPP funding. Position in the State queue.</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
	<p>On an annual basis, each campus submits a scheduled maintenance priority list to the District office.</p> <p>These needs are entered, categorized, and summarized in the State FUSION reporting system. The District subsequently analyzes all campus proposed needs and develops District-wide</p>	<p>Maintenance tracks requests through the work order system.</p>	<p>College work order process and documentation of completed work orders.</p>
<p>Space Inventory & Utilization, Cap/Load Management, Capital Replacement (equipment)</p>	<p>The District relies on the State's space standards to evaluate facilities utilization.</p> <p>The District reviews and updates annually its Space Inventory for submission to the State Chancellor's office. Furthermore, the District reviews annual capacity/load and enrollment growth trends and identify potential impacts as they relate to the District's capital improvement planning efforts. □□ This data is critical to the development of our District's Five-year construction plan. This plan is largely reflective of: (1) Input of campus needs, (2) District and campus educational vision, (3) Program capacity/load analysis, (4) Adequacy of existing instructional space. □□ The District has largely funded equipment replacement through the use of Measure C bond funds and general fund ending balance. The District is exploring the feasibility of an equipment replacement endowment fund with the passage of a future G.O. bond.</p>	<p>Program review drives resource requests and allocation, and is tied back to the institutions mission, goals, and values.</p> <p>The college works with a consultant to track our capacity/load ratios to ensure that we are in compliance with State standards.</p>	<p>Targeted Capacity/Load Ratio as reflected in Five Year Plan</p> <p>Resource requests from program review</p> <p>Completion of Objectives in the Vision 2020 Strategic Facilities Plan Ten-year Capital Improvement Plan</p>
<p>Master Planning</p>	<p>CCCD's long-range capital plans are driven by each campuses educational master plan and the Vision 2020 Facilities Master Plan.</p> <p>The District carefully considers the State's capital</p>	<p>College Facilities Master Plan includes information which drives the decisions around future construction.</p>	<p>Operational Expenses/Sq. Ft.</p> <p>Utility Expense Trends</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
	<p>funding criteria and other external funding opportunities in the formulation of our capital plans.</p> <p>While the District has not formally adopted a "total cost of ownership" decision-making model, the District places a primary interest on the construction of low-maintenance, low-operating cost facilities.</p> <p>The incorporation of sustainable design principles is an objective for all new construction and renovation projects.</p>		
Capital Improvement Planning	<p>Capital planning is integrated with educational master planning.</p> <p>The Board appointed Land Development Committee ensures that planning objectives are consistent with District vision and reflect the institutions overall capital improvement goals.</p> <p>As part of the Facilities Master Plan development the campus, through their respective participatory governance processes, evaluate program and service offerings, review enrollment goals and projections, and consider the resultant facilities requirements. Input as to existing facility and infrastructure condition is contributed by the State FUSION system.</p>	<p>College program review drives resource requests and allocation, and is tied back to the institutions mission, goals, and values.</p> <p>The college reviews requests for changes in facility usage. Programmatic changes are identified and reviewed against the college mission and goals.</p> <p>The college works with a consultant to track capacity/load ratios to ensure compliance with State standards.</p>	<p>Program review documents and resource requests</p> <p>Committee's agendas and minutes</p> <p>Completion of objectives in the Colleges' Facility Plans</p>
Financial Resource Allocation	<p>The Board of Trustees adopted the Vision 2020 Educational Master Plan in the spring of 2011.</p> <p>In addition to identifying an Institutional Vision Statement, Mission Statement and Implementation Strategies, this document includes four major sections addressing institutional resource areas including Technology, Facilities, Finance and</p>	<p>Program review drives resource requests and allocation, and is tied back to the institutions mission, goals, and values.</p> <p>Recommendations based on the goals and priorities set forth in the College's Educational Master Plan which is also aligned with the</p>	<p>Program review resource requests.</p> <p>District and College planning and budget minutes.</p> <p>College and District budget development process.</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
	<p>Human Resources</p> <p>The Vision 2020 Plan informs district budget preparation and reflects the following: Budgetary Guiding Principles, Prioritization Criteria Planning Fundamentals.</p> <p>All these factors combine to help inform the development of budget assumptions.</p> <p>Budget Development begins with the establishment of a set of revenue and expense assumptions, including contractual obligations.</p> <p>These assumptions are modified as additional information becomes available in the process.</p>	<p>District's Vision 2020 Plan.</p> <p>The annual budget development process begins by estimating the revenue to be received by the District, then applying the District Budget Allocation Model to distribute college's share of General Fund.</p> <p>External dedicated income is then added to yield the total available income. Ongoing expenditures are fairly predictable since 90% of the budget allocation is for contractual obligations.</p>	<p>Basic budget assumptions frequently change during the course of budget development.</p> <p>A series of budget presentations are developed each year with increasing levels of detail with each iteration.</p> <p>A review of presentations following the January release of the Governors budget through to the Adoption of Tentative and Final Budgets will illustrate any changes to these underlying assumptions.</p>
Financial Planning	<p>The District is a member of the CCLC JPA for retiree health benefits.</p> <p>District liabilities including retiree health benefits and bond payments which are included in budget planning.</p> <p>The district develops and refines multi-year budget projections which serve as a tool to better understand and communicate the long term effects of strategic fiscal issues and decisions.</p> <p>A District-wide Budget Advisory Committee (DBAC) was established in 2009.</p> <p>The membership of this committee includes representation from all sites and key constituencies. Representatives from DBAC are then able to carry</p>	<p>College continues to set a conservative reserve account in anticipation of long term liabilities and future investment opportunities</p> <p>Membership of the Planning and Budget Committees includes representative from all constituents. The meetings of these committees are open to all college staff and students.</p> <p>All employees (classified, faculty, and management) also receive invitations to present their ideas at the annual planning and budget town hall. Students have the opportunity to make recommendation through their ASG representatives.</p>	<p>As noted above the inputs into the multi-year projections will evolve based on numerous "drivers" including: Changing revenue projections driven largely at the state level, Projections of expense Changes to collective bargaining obligations and Other institutional imperatives.</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
	information back to their respective campuses to facilitate their own budget planning.		
Ancillary Operations	<p>The District uses the Banner system which allows for on-line document approval at appropriate levels.</p> <p>User input access is limited by department and controlled by budget availability.</p> <p>Staff has query and reporting access to all funds and is available on-line in real time.</p>	<p>The College uses the Banner system which allows for on-line document approval at appropriate levels.</p> <p>In addition, the colleges use the MS Great Plains system to manage the ancillary operations.</p>	Banner system outputs MS Great Plains outputs
Financial Documents	<p>The District's external audit is coordinated centrally through the office of the Internal Auditor and presented first to the Audit/Budget Committee and then to the Board of Trustees.</p> <p>A management response letter is also generated through the Administrative Services Division.</p> <p>Any comments or findings by the external auditor are tracked and coordinated with the appropriate site to ensure the necessary institutional change is made.</p>	<p>The College's external audit is conducted annually between August and October as part of the District's annual external audit. It includes not only the General Funds but also all ancillary operations.</p> <p>Any comments or findings by the external auditor are tracked and coordinated with the appropriate departments to ensure necessary institutional change is made.</p> <p>With Banner, all identified end-users can access the system and make financial inquiries online. End-users can also run ad hoc financial reports as needed through Self-Service.</p>	<p>Prior Year Audits</p> <p>Subsequent research and reporting to close Audit Findings</p> <p>Meeting Agendas, meeting minutes, meeting presentation materials.</p> <p>Banner System Outputs</p>
Cash management	The District prepares and regularly updates cash flow projections in order to ensure adequate cash flow throughout the year. Likewise, trends in Reserves and Fund balance are closely monitored in order to ensure fiscal integrity.	As part of the financial planning process, the colleges continue to set aside a contingency reserve account in anticipation of unforeseen emergencies and occurrences.	Periodic cash flow updates, changes to budgetary assumptions and any associated changes to estimates of revenue and expense

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Financial oversight	<p>Monthly reports are generated for each Ancillary Program/Fund.</p> <p>Quarterly financial reports are prepared and submitted both to the Board of Trustees and State Chancellor's Office.</p> <p>The Board of Trustees has representatives on the Boards of each Foundation and Ancillary organization.</p>	<p>Administrative Services has processes in place for oversight of all college finances. Expenditures are reviewed monthly and results distributed to the appropriate managers. College wide summaries, such as year-end projections, are reviewed regularly with the President. Requisitions for supplies, equipment, and services require approval by the department manager and are checked against the appropriate budget.</p> <p>The same District financial guidelines and Board policies used to govern General Fund monies are also equally applied to ancillary transactions.</p> <p>The financial activities for all ancillary operations are reported to the College Planning and Budget Committees bi-annually. Discussion of the finances and distribution of income is consistent with the mission and goals of the institution from all ancillary operations, is reviewed and recommended by the Planning and Budget Committees to the President.</p>	<p>Information from these reports is fed back to fiscal leaders around the district and colleges for any necessary adjustment going forward</p> <p>Audit Reports</p> <p>Agendas and supporting presentation materials</p> <p>Planning and Budget minutes</p>
Contract management	<p>Board Policy guides the execution of contractual agreements.</p> <p>General procurement procedures and bidding guidelines are prominently posted on the Districts website.</p>	<p>All contracts undergo legal review through District Risk Services and District General Counsel and are sent to the Board of Trustees for approval.</p> <p>All contracts are reviewed at the Vice President or President's level to ensure that they support the mission and are executed to maintain the integrity of the College.</p>	<p>The Board of Trustees either provides express approval or ratification of all contractual obligations.</p>

Functional Area	District Office Responsibilities	College Responsibilities	Evaluation/Measurement of Services Outcome
Financial process evaluation	<p>The Vice Chancellor of Finance and Administrative Services hosts a weekly meeting with the Administrative Director of Finance and each of the College Vice Presidents of Finance (Budget Group).</p> <p>This group serves to ensure clear communication on fiscal matters, including policy direction from Presidents Council and to gain feedback from the colleges about system performance.</p> <p>The DBAC also serves to meet this standard.</p>	<p>In addition to the internal review process of the District and College's effectiveness in fiscal planning and monitoring processes, the annual external audit report information is also included when considering how to improve financial management and planning.</p> <p>Findings or recommendations described in the annual audits helped to shape the way the District customized the financial module of Project Voyager.</p>	<p>Agendas and supporting presentation materials and membership makeup of both the Budget Group and DBAC</p> <p>Audit Reports</p>
Effective use of financial resources	<p>An examination of the District's Budget Allocation Model was begun in Fall 2011 as a means to ensure the most appropriate distribution of resources and to better align the districts model with the System-wide SB 361 funding model.</p> <p>Viewed through the lens of multi-year budget projections, the District's budget development process aligns on-going expense obligations with on-going sources of revenue.</p>	<p>The College assesses its use of financial resources systematically and effectively by utilizing the established participatory governance structure within the College.</p> <p>Regular oversight of College financial resources by the Planning and Budget committees through regular reports provided by the Office of Administrative Services ensure that representatives of all College constituencies effectively act as a "watch dog" over finances and are able to make suggestions and recommendations to improve the use of College resources.</p>	<p>Budget Allocation Model</p> <p>Budget Assumptions</p> <p>Adopted Budget</p> <p>Program Review</p> <p>Planning and Budget minutes</p>