CONTRA COSTA COMMUNITY COLLEGE DISTRICT

DISTRICT AND COLLEGE
ROLES, RESPONSIBILITIES, AND SERVICE OUTCOMES
FUNCTIONAL MAP

The District's role is to support the mission and functions of the colleges, ensuring a high standard of performance at all sites. However, as a multi-college District, there is always the need to define organizational roles within the system. The colleges have a long history of autonomy, supported in the Rules and Regulations of the Governing Board. As roles and responsibilities change, this document will be revisited and revised accordingly.

For each functional area, the document first shows those roles, responsibilities and service outcomes that are aligned for the colleges and the District Office. Those roles, responsibilities and service outcomes that are not aligned between the colleges and the District Office are shown below the dotted line.

(Reviewed Cabinet October 31, 2013; Revisions December 2013)

DISTRICT AND COLLEGE
ROLES, RESPONSIBILITIES, AND SERVICE OUTCOMES
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AUXILIARY SERVICES

ROLE

Auxiliary Services is comprised of the Bookstore enterprises and Food Services. Diablo Valley College handles Food Services in-house – that is, the hiring, budgeting, and running of the enterprise. Both CCC and LMC rely on outside vendors to conduct their Food Services enterprises.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: AUXILIARY SERVICES		Unit: BOOKSTORES			
Functional Area	**ACCREDITATION** **Standard**	**COLLEGE** **Responsibilities**	**Service Outcome**	**DISTRICT OFFICE** **Responsibilities**	**Service Outcome**
Purchasing	III.D.2 d	Perform the day-to-day operations of a campus bookstore which include: 1. Purchase textbooks and other merchandise for resale 2. Oversee shipping and receiving to assure the timely receipt or return of course-required textbooks and other materials	1. Textbooks are purchased in a timely manner 2. Orders are matched to shipping manifest and are correct		
Budget	III.D.2 e	1. Establish correct margin scales (pricing) to cover the cost of goods sold and operational expenses 2. Maintain proper cash controls to minimize the loss of funds	1. Revenue meets or exceeds expenses 2. There is a minimum cash count over/shorts	1. Perform accounting responsibilities, including audit of cash disbursements to expedite payments	1. Invoice is readied for system payment and payments are disbursed
Marketing		1. Plan, organize and coordinate all advertising, merchandising displays and	1. An event buy-back calendar is developed and		

| Functional Area | ACCREDITATION | COLLEGE | | DISTRICT OFFICE | |
	Standard	Responsibilities	Service Outcome	Responsibilities	Service Outcome
		promotional events such as book buy-backs and used book sales	scheduled events take place		
Security		1. Maintain proper store security to minimize loss of inventory	1. There is minimum loss of inventory		
Customer Relations		1. Perform positive customer service 2. Maintain positive relationships with faculty, students, staff, and local competitors	1. Customers are satisfied 2. There are minimal customer complaints		

| Functional Area | ACCREDITATION | COLLEGE | | DISTRICT OFFICE | |
	Standard	Responsibilities	Service Outcome	Responsibilities	Service Outcome
Purchasing		1. Purchase food, supplies, and services necessary for current operation of the food services activity 2. Oversee food preparation and service 3. Plan menus	1. Food, supplies, and services are purchased according to need and are available and sufficient 2. Food is prepared appropriately and according to menus 3. Menus are planned in advance and according to guidelines	1. Assure that all contracts for services are in accordance with Governing Board procedures 2. Process purchase requisitions for equipment	1. All contracts are in compliance with established procedures 2. Purchase requisitions are processed efficiently, goods and supplies arrive in a timely manner, and services are performed according to

Division: **AUXILIARY SERVICES**		Unit: **FOOD SERVICES**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
					schedule
Budget/Accounting	III.D.2. d, e	1. Authorize payment of invoices for food, supplies and services	1. Appropriate and timely authorization for payment of invoices is made	1. Process approved invoices for payment on a weekly basis	1. Invoices are paid in a timely manner to take advantage of any discounts and to assure good vendor relationships
		2. Prepare daily deposits to the Contra Costa Community College District Cafeteria Fund for all money received during the day	2. Daily deposits are prepared and made to Cafeteria Fund.		
		3. Establish and adhere to proper cash handling procedures	3. Appropriate cash handling procedures are followed, with no negative audit findings		
		4. Establish pricing to assure adequate margin to cover cost of goods sold, operating expenses and overhead	4. A minimum break-even financial position is achieved after consideration of all overhead costs		
Customer Relations		1. Maintain positive relationships with faculty, students, and staff	1. Customers are satisfied with services provided		

CHANCELLOR'S/PRESIDENT'S OFFICE

ROLE

The Chancellor and college Presidents constitute the senior members of the District leadership team. The Chancellor is the sole employee of the Governing Board and has ultimate responsibility and accountability for all operations, programs and services throughout the District. The Chancellor, in turn, entrusts the college Presidents with the responsibility and accountability for all operations, programs and services at the colleges. The Chancellor and the college Presidents along with the Executive Vice Chancellors, Associate Vice Chancellors, Chief Facilities Planner, and the Director of Communications and Community Relations constitute the Chancellor's Cabinet.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: **CHANCELLOR'S/PRESIDENT'S OFFICE**		Unit: **CHANCELLOR'S/PRESIDENT'S OFFICE**			
Functional Area	**ACCREDITATION** **Standard**	**COLLEGE**		**DISTRICT OFFICE**	
		Responsibilities	**Service Outcome**	**Responsibilities**	**Service Outcome**
Leadership	I.; I.A. A.1-4 IV.; IV.A.; A.1; A.2; A.2 a, b; A.3, A. 4; A.5 IV.B.; B.1; B.1 a-c, e, f, j; B.2; 2 a, b; B.3 a, b, e, f, g	1. Serve as chief executive of the college 2a. Provide educational leadership for the college 2b. Serve as the chief academic leader and supervise all educational and student service programs of the college 3. Supervise, coordinate and evaluate the general activities of all college administrators 4. Preside over the college decision-making processes and participate in the college governance	1. Provides leadership in all aspects of the college 2a. College stays current in educational programs, services and technology 2b. College educational and student services programs are effectively managed 3. College administrative staff are evaluated and supervised 4. College governance and decision-making processes involve all constituencies	1. Serve as the chief executive officer of the District 2a. Serve as the advisor to the Governing Board 2b. Provide training and guidance to new Board members 3. Supervise, coordinate and evaluate the general activities of all District Office administrators 4. Preside over the District decision-making processes and participate in the Districtwide	1. Provides District leadership 2a. Governing Board is provided with information and recommendations in order to make sound decisions 2b. New Board members are oriented 3. District Office administrative staff are evaluated and managed 4. District governance and decision-making processes involve all constituencies

		Division: CHANCELLOR'S/PRESIDENT'S OFFICE		**Unit:** CHANCELLOR'S/PRESIDENT'S OFFICE	

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		structure 5a. Provide leadership in the development of college mission, goals and strategic plan 5b. Keep strategic plan current 5c. Accountable for achieving college mission and goals	5a. College has a current mission, goals and strategic plan 5b. College has a current strategic plan 5c. College mission is reviewed and updated on a regular basis and goals are achieved	governance structure 5. Provide leadership in the development of a District strategic plan including mission and goals statements	5. District strategic plan is current and serves to guide decision-making and resource allocation
		6. Provide leadership, oversight, and support during times of college crisis	6. Crisis situations are managed effectively and efficiently	6. Provide leadership, oversight, and support during times of District crisis	6. Crisis situations are managed effectively and efficiently
		7. Promote the development, modification and implementation of programs and services	7. College programs and services are reviewed and current	7. Provide leadership for the collective bargaining processes 8. Provide leadership in the development of new District policies and procedures 9. Ensure ongoing evaluation and continuous improvement of administrative support services 10. Establish defined roles of authority and responsibility between the colleges and the District Office. 11. Act as the liaison between	7. Contracts are successfully negotiated with all bargaining units 8. District policies and procedures are current and are reviewed on a regular basis 9. Performance outcomes are used to improve services 10. Roles of authority and responsibility are clearly defined. 11. The Chancellor

Functional Area	**ACCREDITATION** Standard	**COLLEGE**		**DISTRICT OFFICE**	
		Responsibilities	Service Outcome	Responsibilities	Service Outcome
				the colleges and the Governing Board.	facilitates timely and effective methods of communication, facilitated by the Chancellor, between the colleges and the Governing Board.
Policies and Procedures	IV.B.1; B.1 d, g, h, i; B.2 c	1a. Provide administrative direction for the development, monitoring and implementation of college/Districtwide procedures 1b. Recommend new and/or revisions to current college/Districtwide policies/procedures	1a. College/Districtwide procedures are current 1b. Recommendations are communicated to the appropriate college/District Office staff	1. Monitor the implementation of Board policies and procedures 2. Monitor the quality of District educational and student services programs	1. Board policies and procedures are monitored and implemented 2. District maintains high quality services and programs
Advocacy	IV.B.; B.2 e	1. Serve as an advocate for the college at the District level 2. Consult with and advise the Chancellor on college and District issues 3. Represent the college in the local community	1. College interests are represented at the District level 2. There is regular communication with the Chancellor 3. There is college representation at local events	1. Serve as an advocate for the District (and the colleges) at the local, regional, state and national levels 2. Adjudicate disputes between/among the colleges 3. Advocate for and advance the goals of shared governance	1. The Chancellor or designee attends events representing the District and colleges 2. Disputes are resolved 3. Leadership actively supports and uses shared governance principles
Resources	III.D.; D.1	1. Ensure that college	1. Intra-college budget	1. Ensure District resources	1. District resource

Functional Area	ACCREDITATION Standard	COLLEGE		DISTRICT OFFICE	
		Responsibilities	**Service Outcome**	**Responsibilities**	**Service Outcome**
	IV.B.2 d; B.3 c, d	resources are allocated to fulfill the mission of the college 2. Ensure that the college is operated in a fiscally sound manner	allocation process is linked to the college mission and goals 2. College does not overspend its budget and expenses and revenues are tracked using correct GL numbers	are allocated to fulfill the mission of the District 2. Provide overall fiscal responsibility and accountability	allocation process is linked to the mission and goals and planning processes 2. District maintains a required reserve and expends funds appropriately
				3. Assess, plan, organize and evaluate District resources, programs and services 4. Work to expand opportunities for new District partnerships 5. Ensure that the District bond programs requirements under Proposition 39 are met	3. Allocation of District resources is integrated with programs and services needs assessments 4. New partnerships and funding opportunities are actively explored and developed 5. Bond programs are in compliance

COLLEGE FOUNDATIONS

ROLE

Foundations have been established for the benefit of each of the District's colleges. The foundations exist to support student scholarships, programs, and services. Each foundation has its own board of directors and conducts its own resource development activities. The board of directors for each foundation accepts fiduciary responsibility for funds raised and held by each foundation. The District's role is to provide the foundations with fiscal operations support.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: COLLEGE FOUNDATIONS		Unit: COLLEGE FOUNDATIONS			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Board of Directors	III.D.2 d	1. Identify, recruit and train board members 2. The board of directors, in conjunction with the college president, guides the work of the Foundation Director	1. The board of directors represents the broad range of constituencies. within the college service area 2. The foundation demonstrates measurable progress towards its annual goals	1. Develop Master Agreements between the District Governing Board and each college's foundation	1. Roles and responsibilities are delineated
Resource Development	III.D.2 d	1. Determine the short- and long-term financial goals of the foundation 2. Engage in a variety of resource development activities 3. Identify and nurture prospective donors for	1. Short- and long-term financial goals are developed 2. Funds and friends are raised in support of students, programs and services 3. Long-term resources for scholarships and	1. Authorize District auditor to review the financial transactions of each foundation in conjunction with CCCCD's annual audits	1. Individual audit reports are available for each foundation

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Functional Area	ACCREDITATION Standard	COLLEGE Responsibilities	COLLEGE Service Outcome	DISTRICT OFFICE Responsibilities	DISTRICT OFFICE Service Outcome
		future gifts 4. Ensure that the foundation investment policy supports the foundation financial goals 5. Maintain a database of donors	program support are ensured 4. There is an appropriate and effective investment policy that is followed 5. Donor database is comprehensive and fully integrated and current		
District Collaboration	III.D.2 e	1. Foundation Directors share information and ideas	1. Opportunities for collaboration regarding donors and Districtwide issues are identified	1. Provide information and referrals for spending policies, legal questions, etc. that arise within each foundation	1. Foundations operate within policies set by Governing Board and in accord with state and federal regulations and the foundations' by-laws
Alumni Development		1. Promote alumni activities that reflect the growing importance of alumni in the financial support of two-year colleges	1. Foundations will meet goals in regard to the number of alumni members and levels of giving		
Planned Giving		1. Promote estate planning that includes the college foundation	1. Foundations will meet their goals with regard to planned giving		
Scholarship Program		1. Maximize support to students through a comprehensive and equitable scholarship program	1. Student financial needs are demonstrably supplemented through the foundation		

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| | ACCREDITATION | COLLEGE | | DISTRICT OFFICE | |
Functional Area	Standard	Responsibilities	Service Outcome	Responsibilities	Service Outcome
			scholarship program, according to annual goals		

Division: **COLLEGE FOUNDATIONS**

Unit: **COLLEGE FOUNDATIONS**

COMMUNICATIONS AND COMMUNITY RELATIONS

ROLE

The Communications and Community Relations office advises the Chancellor, Cabinet, college Presidents and the Governing Board on public relations, media relations, external affairs, and communication issues. Further, this division develops internal and external communication strategies, policies and protocols (in consultation with college public information/marketing officers) for review and approval by the Chancellor and Cabinet.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: **COMMUNICATIONS AND COMMUNITY RELATIONS**		Unit: **COMMUNITY RELATIONS**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Community Affairs	IV.B.3 f	1. Coordinate college media events, including newspaper articles, radio ads and television ads	1. College media events are coordinated and monitored	1. Coordinate all Districtwide media relations, including newspaper, radio and television	1. Districtwide media outlets are coordinated
		2. Develop and maintain college community and media contact e-mail distribution lists for information dissemination including campus community newsletters, news releases, other publications	2. College communication lists are maintained and up-to-date	2. Develop and maintain District community and media contact e-mail distribution lists for Districtwide information dissemination including news releases and other publications	2. Master Districtwide communication lists are maintained and up-to-date
		3. Coordinate college newsletters to facilitate good communication across the campus	3. Newsletters are sent out on a regular basis	3. Coordinate Districtwide employee newsletter to facilitate good communication with all employees	3. Employee newsletter is sent out on a regular basis
		4. Support college participation in localized community events and projects. Coordinate with college president and other	4. Greater community visibility and involvement is achieved	4. Coordinate and participate in Districtwide community events and projects	4. Greater Districtwide visibility and involvement is achieved

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	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		areas on campus where appropriate.			
Governmental Relations		1. Support college President, Foundation, and other representative areas to ensure the development and maintenance of relationships with local elected officials and agencies • Share list of relationships with District Communication Office for clear understanding and to avoid overlap	1. Local elected officials and agencies will be supportive of college goals, objectives and initiatives	1. Develop and maintain relationships with Districtwide , statewide, and national elected officials and agencies • Share list of relationships with college PIOs for clear understanding and to avoid overlap	1. Districtwide, statewide, and national elected officials and agencies will be supportive of District goals, objectives and initiatives
				2. Review pending legislation, legal mandates and regulations which may affect District programs, plans and activities and communicate these issues with District employees when appropriate. Draft Governing Board resolutions and District letters of support on legislation as appropriate	2. Chancellor's Cabinet and District employees as appropriate are informed of potential impact of pending legislation and legal mandates on District programs, plans and activities to ensure compliance
				3. Represent the District with public and private sector stakeholders at events and community and government	3. District presence and involvement with public and private

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Division: **COMMUNICATIONS AND COMMUNITY RELATIONS**		Unit: **COMMUNITY RELATIONS**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				agency meetings as appropriate	stakeholders and community and government agencies

Division: **COMMUNICATIONS AND COMMUNITY RELATIONS**		Unit: **COMMUNICATIONS**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Public Communications	IV.B.3 f	1. Work with college President to identify spokesperson for college-specific issues and communicate decisions to District Communications Office	1. College issues are addressed at the college level by the President and/or designee	1. Serve as chief spokesperson and/or communications strategist on Districtwide issues, communicating key messages with the colleges	1. Districtwide issues are addressed at the District Office level by the Director of Communications and Community Relations and/or the Chancellor and colleges are informed of District issues and key messages
		2. Distribute all communications regarding college news releases, news inquiries, news conferences and feature stories to the District	2. College press releases and news inquiries are communicated to the District Communications	2. Coordinate and/or prepare all Districtwide news releases, news inquiries, news conferences, op ed pieces, and feature stories and distribute to colleges	2. Districtwide press releases, news inquiries, and news conferences are coordinated

Division:	Unit:
COMMUNICATIONS AND COMMUNITY RELATIONS	**COMMUNICATIONS**

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		Communications Office 3. Develop and implement college Crisis Communication Management Plan in consultation with the District Communications Office	Office 3. There is timely communication during college crises and these communications are shared with the District Communications Office	3. Develop, manage, and implement Districtwide communication during crisis. Provide support during college crisis or emergency.	3. There is timely communication during Districtwide crises
		4. Evaluate effectiveness of college communications and improve where indicated	4. College communications are effective	4. Evaluate effectiveness of Districtwide communications and improve where indicated	4. Districtwide communications are effective
		5. Work with college Foundation Director to provide communication support to achieve college Foundation goals and objectives	5. College communications support Foundation goals and objectives	5. Support college staff as needed in contributing to Foundation Directors pursuit of public and private fundraising goals	5. Support is provided for District public and private fundraising goals
		6. Coordinate and manage college internet and intranet content.	6. Public and employees are informed of college news, information, and activities and information on the college website is current and updated by campus area responsible	6. Coordinate and manage District internet and portal content	6. Public and employees are informed of District news, information, and activities.
Marketing	II.B.2 a-d	1. Develop and coordinate college marketing plans to achieve the college's mission and goals	1. College has a marketing plan, with sufficient resources to achieve the college's mission and	1. Develop and coordinate Districtwide marketing plans in consultation with college marketing directors to achieve District's mission	1. District has a marketing plan, coordinated with the colleges, to achieve District

Division: **COMMUNICATIONS AND COMMUNITY RELATIONS**		Unit: **COMMUNICATIONS**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
			goals	and goals	marketing goals
		2. Work with appropriate outreach/relations with schools to develop and coordinate college web site and messaging for marketing outreach and student recruitment	2. College web site is designed in coordination with college's outreach and marketing to promote student recruitment	2. Develop and coordinate in consultation with college outreach and recruitment District web pages and messaging for marketing outreach and student recruitment	2. District web site and messaging for marketing outreach and student recruitment are coordinated with the colleges to achieve District marketing goals
		3. Work with outreach/relations with schools and other to ensure a database system of prospective students for college-prospect fulfillment communications	3. A database is maintained of prospective students through inquiries for fulfillment	3. Coordinate Districtwide branding with college branding	3. Districtwide branding supports college branding
		4. Manage college fulfillment functions for college recruitment efforts	4. Fulfillment functions are carried out at the college	4. Measure effectiveness of Districtwide marketing plan and modify where indicated	4. Measurements for success of Districtwide marketing plan are identified and tracked
		5. Provide support to college faculty and staff for the marketing and promotion of special courses, programs, services and campus events	5. There is a coordination of college branding and messaging going out to students and the community	5. Ensure Districtwide branding standards are coordinated and implemented	5. Districtwide branding standards are coordinated and implemented successfully
		6. Measure effectiveness of college marketing plan and modify where indicated	6. Measurements for success of college marketing plan are identified and tracked	6. Measure effectiveness of Districtwide marketing plan and modify where indicated	6. Measurements for success of Districtwide marketing plan are identified and

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	ACCREDITATION	COLLEGE		DISTRICT OFFICE	

Division:
COMMUNICATIONS AND COMMUNITY RELATIONS

Unit:
COMMUNICATIONS

Functional Area	Standard	Responsibilities	Service Outcome	Responsibilities	Service Outcome
		7. Ensure college branding is in alignment with District branding standards and policies	7. College branding is implemented and in alignment with agreed upon District branding standards	7. Ensure Districtwide branding standards are coordinated and implemented	tracked 7. Districtwide branding standards are coordinated and implemented successfully
		8. Oversee coordination of current information, editing and proofreading, and supervise media/graphic designers and others in the preparation and production of major college publications such as course schedules and college catalogues	8. Students have continuous access to printed materials with the most current information on college policies and procedures in addition to current information on class schedules, course descriptions and program requirements		

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DISTRICT RESEARCH

ROLE

Through the Senior. Dean of Research and Planning, the Office of Research and Planning provides information to improve decision making at every layer of the institution, both at the District Office and each of the colleges; uses evidence to stimulate thoughtful reflection on existing practices and encourage on-going review and improvement; encourages the use of data and evidence to identify and incubate new interventions; and actively nurtures a Districtwide culture of inquiry that supports a pervasive commitment to excellence in student learning.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: DISTRICT RESEARCH		Unit: DISTRICT RESEARCH			
Functional Area	**ACCREDITATION** **Standard**	**COLLEGE** **Responsibilities**	**Service Outcome**	**DISTRICT OFFICE** **Responsibilities**	**Service Outcome**
District Research	I.; I.B.3; B.6	1. Actively participate on Districtwide Research Council 2. Assist the appropriate college departments and District in reviews to ensure the accuracy of college data submitted for state and federal reports including IPEDS, VTEA, and ARCC	1. College data is verified prior to submission for state and federal reports 2. College reports are reviewed by the Council and accuracy improved	1. Provide leadership of the the Districtwide Research Council 2. Ensure compliance with state and federal reports including Integrated Postsecondary Education Data System (IPEDS), Vocational and Technical Education Act (VTEA), and Accountability Reporting for Community Colleges (ARCC) ▪ Communicate requirements and timelines for reports to colleges ▪ Gather information from colleges where necessary and prepare reports ▪ Ensure proper and	1. Formal District research projects and goals are established and completed 2. Reports are submitted on time and updates are communicated to user community

	Division: **DISTRICT RESEARCH**			Unit: **DISTRICT RESEARCH**		

Functional Area	**ACCREDITATION** Standard	**COLLEGE**		**DISTRICT OFFICE**	
		Responsibilities	Service Outcome	Responsibilities	Service Outcome
		3. Review and verify college data related to reports prepared for the Chancellor and the Board	3. College data and reports for the Chancellor and Board are reviewed prior to presentations	timely filing of reports 3. Respond to various scheduled and ad hoc report requests from the Chancellor and the Board	3. The Chancellor and the Board receive informational reports and data for decision-making
				4. Develop and administer Districtwide surveys, including annual climate survey	4. Surveys are administered and results are shared to make improvements
				5. Determine standard definitions and parameters for conducting like research throughout the District	5. Definitions are agreed to
				6. Complete research studies for the benefit of the three colleges in the District (e.g., environmental scan, census data by service area, etc.)	6. Requested studies meeting research council goals are conducted
				7. Coordinate the preparation of annual Districtwide institutional effectiveness indicators of performance currently known as ARCC	7. The ARCC report is presented to the Board on an annual basis
				8. Complete Board boundary realignment studies and map Board boundaries	8. Project is completed accurately and on time
				9. Respond to ad hoc college research requests	9. Requests are completed accurately and on time

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	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				10. Complete comprehensive research, such as program review, longitudinal/cohort tracking, placement validation studies, etc., for the colleges	10. A calendar of regularly required research projects is identified and adhered to.

Division:
DISTRICT RESEARCH

Unit:
DISTRICT RESEARCH

EDUCATIONAL PROGRAMS AND SERVICES

ROLE

The role of Educational Services is to advise the Chancellor and Governing Board on Districtwide issues related to educational programs and services. The District oversees the development and implementation of Districtwide educational (Curriculum and Instruction and Student Services) policies and procedures; evaluates the impact of policy options to support the decision-making process, and recommends new and/or modifies educational Curriculum and Instruction and Student Services policies and procedures to the Chancellor, the Cabinet, and the Governing Board. Educational Services provides Districtwide leadership on the planning and implementation of federal and state programs and requirements.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: **EDUCATIONAL PROGRAMS & SERVICES**		Unit: **ADMINISTRATIVE**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Educational Services	II.; II.A.	1. Manage, coordinate and provide leadership for college curriculum and instruction and student services	1. Colleges develop new courses and programs and maintain existing courses and programs	1. Manage, coordinate and provide leadership for Districtwide instruction curriculum and student services	1. New courses and programs are developed and existing courses and programs are updated
		2. Provide leadership in the development of new courses and programs	2. New courses and programs are developed; curriculum is current	2. Coordinate Districtwide systems to evaluate equity and consistency of services and coordinate changes when indicated	2. Services offered at colleges are comparable
		3. Advocate for instructional programs at the college and District level	3. College instructional programs have a spokesperson	3. Provide Districtwide support that ensures all residents of Contra Costa County have equitable access to instructional and support services	3. Student demographics reflect those of the District's service area
				4. Coordinate and manage the outreach program and support to international students and for the Study	4. Continued strong enrollment by international students and

Division: EDUCATIONAL PROGRAMS & SERVICES		Unit: ADMINISTRATIVE			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				Abroad Program across the District 5. Coordinate and direct the Districtwide Planning & Educational Programs and Services team, ensuring that team is effective and efficient	internal support for the Study Abroad program 5. District strategic plan is updated and complete; Districtwide educational programs and services are efficient and effective
Reporting	IV.B.3 f	1. Provide timely reports to the District in response to requests from the Board and/or Chancellor	1. Requested information is submitted in a timely manner	1. Develop legislative materials, analysis and strategies for reporting, decision-making and presentation purposes	1. Legislative materials and strategies for reporting are developed
Budget	III.D; D.1; D.1 a	1. Actively participate in budget process, ensuring the process is responsive to the strategic planning objectives 2. Review and approve college expenditures within Instructional Programs and Services	1. Budget reflects strategic planning goals of instructional units 2. All expenditures are verified	1. Actively participate in budget process, ensuring the process is responsive to the strategic planning objectives 2. Review and approve expenditures	1. Budget reflects strategic planning goals 2. All expenditures are verified
Grants	III.D.1 b	1. Actively seek grants that are consistent with the mission and goals of the college 1b. Recruit faculty to apply for grants	1. College seeks grant opportunities 1b. Faculty are actively involved and successful in securing grant funds	1. Review college grant proposals and make recommendation to the Chancellor, who, in turn, will approve/make recommendations to the college President/grant office 2. Seek and administer	1. Chancellor advises colleges regarding grant applications 2. The District

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Division: **EDUCATIONAL PROGRAMS & SERVICES**		Unit: **ADMINISTRATIVE**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				consortium grant opportunities to facilitate Districtwide/regional improvement in educational access and outcomes.	participates in consortium grant opportunities and, when awarded, manages the implementation.

Division: **EDUCATIONAL PROGRAMS & SERVICES**		Unit: **INSTRUCTIONAL SERVICES**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Curriculum & Instruction	II.; II.A; A.1; A.1 a-c II.A.2; A.2 a; A.2 b; A.2 g-i II.A.3 a-c II.A.4 II.A.5 II.A.6 a-c	1. Maintain currency of all courses and programs in accordance with District, federal and state policies 2. Encourage development of new courses and programs to meet the needs of current and future students and the local community 3. Encourage the use of alternate instructional methods (including Distance Education) to meet student needs	1. All courses and programs are current 2. College evaluates local needs and develops new courses and programs accordingly 3. College offers courses using multiple instructional methods	1. Coordinate Districtwide compliance with District and state policies for curriculum and instruction 2. Coordinate the development of new educational programs across the District 3. Provide Districtwide leadership in the development of new/alternate instructional modalities (including Distance Education)	1. Courses and programs are current and in compliance with District and state policies 2. New programs are reviewed by the Educational Planning Committee 3. Information on opportunities for new programs and new instructional modalities are provided to the colleges

		Division: **EDUCATIONAL PROGRAMS &** **SERVICES**		**Unit:** **INSTRUCTIONAL SERVICES**		

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		4. Ensure all courses, programs and degrees have established student learning outcomes and that regular assessments are being conducted with the results being used to improve student learning	4. College has implemented student learning outcomes for all courses, programs and degrees and actively uses outcomes to improve student learning	4. Coordinate Districtwide monitoring of implementation of Student Learning Outcomes (SLOs)	4. Districtwide systems are established to track implementation of SLOs
Resources	III.D.	1. Coordinate the allocation of College resources to meet the needs of instructional programs and services	1. Instructional programs have sufficient resources to meet student demand	1. Identify and disseminate information about special funding opportunities	1. District forwards information on grant opportunities
				2. Provide District support for all educational programs and services at the colleges	2. District supports college efforts
Instructional Support Services	II.; II.C.; C.1; C.1. a-e; C.2;	1. Ensure comprehensive library and learning support services are provided in accordance with District and state policies and federal regulations.	1. College offers library and learning support services programs that facilitate student access, progress, learning and success	1. Ensure Districtwide library and learning support services compliance with District and state policies and federal regulations.	1. Library and learning support services programs are in compliance with District, federal and state policies for student services
		2. Ensure each program conducts a detailed program review in accordance with District policies and state law	2. Program reviews are completed and filed		
Compliance Reporting	I.B.5; B.7 II.A.2; A. 2; A.2 c, e, f	1. Ensure maintenance of established academic standards at the college	1. Transfer courses and programs retain articulation; vocational courses	1. Ensure maintenance of established academic standards across the District	1. Colleges have a procedure for approving new and modified courses

Division: **EDUCATIONAL PROGRAMS & SERVICES**		Unit: **INSTRUCTIONAL SERVICES**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		2. Ensure compliance with all District policies and procedures and federal and state laws related to educational activities 3. Ensure each program conducts a detailed program review in accordance with District policies and federal/state laws	and programs meet requirements of advisory councils 2. All courses and programs comply with applicable laws and regulations 3. Program reviews are conducted in accordance with college procedures and District/federal/ state timelines	2. Ensure compliance with all appropriate federal and state regulations 3. Develop measurements and accountability strategies for all instructional and instructional support services across the District and coordinate reports on outcomes to appropriate entities 4. Coordinate, evaluate and respond to requests for information and reports to the State Chancellor's Office on Educational Programs and Services	and programs and the procedure is followed 2. College procedures comply with federal and state regulations 3. The Educational Planning process is used to measure and assess educational programs and services and to prepare reports as required 4. Reports are prepared on behalf of the District as required
Policies & Procedures	II.A.2; A.2 d; A.7 a-c; A.8	1. Recommend revisions of current policies and procedures and new policies/procedures as appropriate	1. Recommendations are communicated to the appropriate District Office staff	1. In cooperation with the Chancellor, the Academic/Faculty Senate and the Chancellor's Cabinet, develop new District Curriculum and Instruction policies and procedures related to educational programs or modify existing policies and procedures as necessary	1. New policies and procedures related to curriculum and instruction are developed through consultation with the Faculty Senate Coordinating Council

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Division: **EDUCATIONAL PROGRAMS & SERVICES**		Unit: **INSTRUCTIONAL SERVICES**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				2. Evaluate the implementation of District policies and procedures related to educational programs and services and recommend changes as needed	2. District policies and procedures related to educational programs and services meet current needs

Division: **EDUCATIONAL PROGRAMS & SERVICES**		Unit: **STUDENT SERVICES**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Student Support Services	II.B; B.1; B.2; B.2 a-d; B.3; B.3 a-f; B.4	2. Ensure comprehensive student support services are provided in accordance with District and state policies and federal regulations.	2. College offers student services programs that facilitate student access, progress, learning and success	2. Coordinate Districtwide student services compliance with District and state policies and federal regulations	2. Student services programs are in compliance with District, federal and state policies for student services
		3. Ensure all Student Learning Outcomes (SLOs) are established for programs and annually assessed with results provided to the Office of Educational Programs and Services and used to improve student services	3. All Student Service programs are strengthened as a result of ongoing assessment and continuous improvement of services	3. Systematize reporting of Districtwide establishment and assessment of Student Learning Outcomes in Student Services programs	3. Colleges implement student learning outcomes for student services programs and evaluate outcomes regularly
		4. Ensure each program conducts a detailed	4. Program reviews are completed and	4. Develop measurements and accountability	4. The performance measurement

Division: **EDUCATIONAL PROGRAMS & SERVICES**		Unit: **STUDENT SERVICES**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		program review in accordance with District policies and state law	filed and used to improve student services	strategies for all major student services programs and services across the District and coordinate reports on outcomes to appropriate entities	outcomes are used for continuous improvement of Districtwide student services programs
Resources	III.D.	1. Allocate college resources to provide comprehensive student services	1. Resource allocation is integrated with program review	1. Support the colleges' and District's efforts to promote student retention and success	1. Support is provided for college and District efforts
Compliance Reporting	II.B.1	1. Coordinate with the District college responses to requests for information and preparation of reports to the Governing Board and the State Chancellor's Office for student services programs including the following: • Transfer Center Plans & Report (Board & state) • Matriculation Plans & Report (Board & state) • CalWORKS Plans & Report (Board & state) • Enrollment Management Report (Board) • Student Equity Report (Board) • Financial Aid Program (Administer) • Distance Education (state)	1. Required reports are submitted accurately and in a timely manner	1. Coordinate, evaluate and respond to requests for information and reports to the Governing Board and the State Chancellor's Office for student services programs including but not limited to the following: • Transfer Center Plans & Report (Board & state) • Matriculation Plans & Report (Board & state) • CalWORKS Plans & Report (Board & state) • Distance Education (state) • Articulation Reports (state) • Enrollment Management Report (Board) • Student Equity Report (Board) • Student Right to Know	1. Required reports are reviewed and submitted in a timely manner

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Division: EDUCATIONAL PROGRAMS & SERVICES		Unit: STUDENT SERVICES			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		• Articulation Reports (state) • Drug Free Schools & Community Act-Bi-Annual Report • Violation stats to District Police that haven't been criminal infractions • EOPS, DSPS AND ETS Annual Reports		(Brochure)/Crime Report • Statistics Report (state Report) • Student Insurance • Student Assistance Program • Drug Free Schools & Community Act-bi-annual Report • EOPS, DSPS AND ETSAnnual Reports	
Policies and Procedures	II.B.2 a-d	1. Create, recommend and enforce policies and procedures	1. Recommendations are communicated to the appropriate District Office staff when necessary. Resolve complaints including student discipline problems whenever possible at the college	1. In cooperation with the Chancellor, college Presidents and the chief student services officers develop policies and procedures related to student services or modify existing policies and procedures as necessary	1. New policies and procedures related to student services are developed with input from the colleges
				2. Evaluate the implementation of District policies and procedures related to student services and recommend changes as needed	2. District policies and procedures related to student services programs meet current needs

Division: EDUCATIONAL PROGRAMS & SERVICES		Unit: PLANNING			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Strategic Planning	I.B; B.1; B.2; B.4	1. Develop and keep current the college strategic and educational master plans, including a mission statement, vision and goals 2. Ensure that planning processes include involvement from all constituent groups and the community 3. Ensure the planning processes are used to guide both staffing and the allocation of college resources	1. College has a current strategic and educational master plan, including mission, vision and goals 2. Planning processes include input from all constituencies and the community 3. Planning is integrated with allocation of college resources	1. Develop and keep current a Districtwide strategic plan, including a mission statement, vision, values and goals 2. Ensure the strategic planning process includes involvement from all constituent groups and the community 3. Ensure the strategic plan is used to guide annual planning, staffing, and the allocation of District resources 4. Ensure each college develops and maintains a current strategic plan	1. District has a current strategic plan, including mission, vision, values and goals 2. Strategic plan process includes input from all constituencies and the community 3. Strategic plan is integrated with allocation of District resources 4. Colleges have current strategic plans
Program Review	I.B II.A.2 e	1. Ensure all instructional and student service programs conduct regular program reviews and unit plans 2. Ensure the program review and unit plan results are used to guide both staffing and the allocation of college resources	1. Program reviews and unit plans are completed on time 2. Program review and planning results are integrated with allocation of college resources	1. Provide District research reports to provide the data needed for the colleges to conduct program review	1. Colleges have access to accurate and current research data for program review
Enrollment Management		1. Develop an enrollment management plan to help the college achieve its enrollment goals	1. Enrollment management plan is developed and on file with the District Office	1. Evaluate and develop measures to prevent the unnecessary duplication of services	1. District coordinates educational activities to reduce duplication

Division:					
EDUCATIONAL PROGRAMS & SERVICES		Unit: **PLANNING**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Accreditation		1. Ensure the college prepares all necessary reports to retain the status of an accredited institution and that the college responds to recommendations from the regional accrediting agency	1. College completes a self study with participation of all constituent groups and responds to all recommendations from the regional accrediting agency	1. Provide support to the colleges and ensure they prepare all necessary reports to retain the status of accredited institutions and that the colleges respond to recommendations from the regional accrediting agency in a timely manner	1. Colleges prepare self studies and respond to all recommendations from the regional accrediting agency
				2. Ensure that District responsibilities in the accrediting process are met	2. District responsibilities in the accrediting process are met in a timely manner

FACILITIES PLANNING

ROLE

The Contra Costa Community College District centralizes facility engineering and decentralizes facility maintenance and operations. The Facilities Planning Department under the Chief Facilities Planner is responsible for facilities planning, engineering, and construction of the physical plant for the three colleges: Contra Costa College, Diablo Valley College, and Los Medanos College; the two centers: San Ramon Center and Brentwood Center, and the District Office. Each of the colleges has its own maintenance and operations functions in Buildings and Grounds Departments that operate directly under college management.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: FACILITIES PLANNING		Unit: FACILITIES PLANNING			
	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
Functional Area	Standard	Responsibilities	Service Outcome	Responsibilities	Service Outcome
Planning Construction and Facilities Programs	III.B.; B.1; B.1 a, b; B.2.; B. 2 a, b	1. Establish priorities and provide input and coordination with District on modernization and capital outlay plans and projects	1. College requirements and priorities are defined and documented	1. Provide facilities planning and construction for physical plants. Establish Districtwide budgets and priorities based on college and District input and facility/educational needs	1. Integrated modernization and capital outlay plans are in place
		2. Coordinate with District Office on Space Inventory, 5-Year Capital Outlay Plans, Initial Project Proposals, and Final Project Proposals	2. Changes to space use and data needed to document capital requirements are provided to the District	2. Collect data and prepare reports and funding proposals for submission to the State Chancellor's Office	2. Space Inventory and 5-Year Capital Outlay Plans and funding proposals are submitted
		3. Develop an Educational Master Plan and Facilities Master Plan	3. The Educational Master Plan provides the trends and data needed to develop a Facilities Master Plan	3. Review and comment on Education Master Plan, and provide contracting and support for development or update of the Facilities Master Plan	3. Facilities Master Plan is complete and updated to reflect the educational objectives of the college
		4. Review accessibility requirements and provide	4. Transition plans that can be used to	4. Provide Districtwide ADA and accessibility study to	4. Study is complete. Projects are planned

	Division: FACILITIES PLANNING			Unit: FACILITIES PLANNING		

		COLLEGE		DISTRICT OFFICE	
Functional Area	**ACCREDITATION** **Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		input and updates to ADA Transition Plan	plan the accessibility on a college campus are updated and functional	develop ADA Transition Plan. Develop and execute projects to ensure the campus is accessible to students	and executed according to available funding levels
		5. Prepare Project Initiation Forms (PIFs) for routine scheduled maintenance projects, and provide input to and review more involved capital improvements projects. Request Facilities Planning support when it's possible that a campus project may require DSA oversight, and/or when professional design services are needed	5. PIFs are submitted to the Chief Facilities Planner	5. Assist with, or create, PIFs for scheduled maintenance and other capital improvement projects. Facilitate contracts for professional services and construction, and provide project management support to the colleges	5. Projects are professionally managed
		6. Provide requirements and input for development of real property leases, licenses, and use agreements	6. Requirements are communicated to the District, and leases, licenses, and agreements are properly submitted for processing and approval	6. Coordinate review facility and real property leases, licenses, and agreements	6. Leases, licenses, and agreements are properly processed and support campus needs and requirements
		7. Participate in the selection of professional services firms for planning, design, and project execution.	7. College input to the selection process is provided	7. Evaluate and select professional consultants, and prepare selection packages and team information for professional services selections	7. Professional service teams are selected that provide the best value to the District and campus
Maintenance	III.B.; B.1; B.1 a, b	1. Prepare project lists and provide data and input to the Districtwide on	1. Ongoing and one-time Block Grant Programs plans are	1. Develop annual Districtwide Scheduled Maintenance/Special	1. Scheduled Maintenance /Special Repairs,

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Functional Area	**ACCREDITATION** Standard	**COLLEGE** Responsibilities	Service Outcome	**DISTRICT OFFICE** Responsibilities	Service Outcome
		Scheduled Maintenance/Special Repairs, Architectural Barrier Removal, Hazardous Substances, and Seismic Repairs Ongoing and One-Time Block Grant programs	updated for each college	Repairs, Architectural Barrier Removal, Hazardous Substances, and Seismic Repairs Plans for submission to the State Chancellor's Office	Architectural Barrier Removal, Hazardous Substances, and Seismic Repairs Plans are submitted on time and are comprehensive and updated as required
		2. Oversee daily operations of buildings and grounds maintenance and repair. Communicate with District Facilities Office regarding best practices, long range goals, and Districtwide initiatives	2. College facilities and grounds are well maintained	2. Serve as an engineering, maintenance, and operations resource to the colleges	2. District infrastructure is effectively and efficiently maintained in a cost effective manner.
		3. Provide custodial services at colleges	3. Facilities are clean	3. If needed, research custodial best management practices	3. Recommendations provided
		4. Develop and maintain college safety programs and reports	4. College facilities are safe, and reports are updated, accurate and timely	4. Provide reporting assistance if requested	4. Assistance provided
		5. Prioritize buildings/campus infrastructure for recovery planning, and identify critical assets list for emergency facility recovery operations and management	5. Prioritized list of buildings and campus assets and infrastructure for use in responding to emergencies	5. Assist with updating utility single line diagrams and respond to support campus emergency operations	5. District provides facility support for campus emergencies
		6. Provide project management on select scheduled maintenance	6. Projects are executed within budget and	6. Track scheduled maintenance projects and budgets and coordinate	6. Facilities are well maintained and program is

Functional Area	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
	Standard	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		projects	schedule, and in compliance with District procedures	program updates with CCCCO, and provide facilities and engineering assistance beyond capabilities at the campus	compliant with District and CCCCO requirements
		7. Maintain and operate compliant hazardous materials programs and hazardous waste disposal programs	7. Records are maintained and available for review by regulators	7. Oversee hazardous materials compliance, and hazardous waste disposal programs and review regulatory inspections and college responses	7. College operations are compliant and program information is maintained and available for review
		8. Report on recycling and solid waste diversion	8. Reports are provided	8. Oversee reporting on recycling and solid waste diversion	8. Records of reports are received and are on file
		9. Support research and development of energy conservation projects and sustainability initiatives	9. Energy costs are reduced, making more funds available for educational requirements	9. Research and execute energy conservation and sustainability initiatives	9. Energy costs are reduced, making more funds available for educational requirements
		10. Monitor energy usage, and research and resolve utility billing issues	10. Funds are not wasted needlessly on energy	10. Coordinate and negotiate utility contract services and assist with billing issues	10. Funds are not wasted needlessly on energy
		11. Communicate facilities-related legal issues with the District	11. Legal support is requested	11. Interface with legal counsel on facilities issues	11. Legal support is provided
		12. Comply with all facilities-related board policies and business procedures, and provide input on review and revisions of the same	12. Colleges are in compliance with policies and procedures, and have input to revisions	12. Research, review, and write all facilities-related board policies and business procedures and updates	12. Policies are current and support college operations
Capital Improvement Project Execution		1. Coordinate the implementation of the college's projects with the	1. Capital projects needs are defined and documented	1. Develop individual college project requirements	1. Projects are developed and reflect college

	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
Division: **FACILITIES PLANNING**				**Unit:** **FACILITIES PLANNING**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		District's capital improvement programs 2. Assist Project Managers with coordination of schedules, site access, and campus communication 3. Review design progress plans and specifications and provide input to the capital project team	2. Projects are executed with the least amount of disruption possible 3. Project plans and specifications reflect college needs	2. Coordinate with college on schedules and construction for projects 3. Coordinate and review architectural and engineering design plans and specifications	needs and priorities 2. Project schedules are understood and agreed to by the college 3. Project plans and specifications reflect college needs
				4. Develop reports on capital improvement projects and report the Governing Board and to the Measure A Bond Committee	4. Reports are timely and accurate and there is affirmation from Bond Committee that they have enough information

FINANCE AND ADMINISTRATION

ROLE

The Finance and Administration department develops and implements the business and fiscal services necessary to support the mission of the District. It provides cost-effective services, manages available resources, supports short and long range planning, and conducts administrative support functions. Included under the umbrella of "Finance and Administration" are the centralized support services of Accounting, Purchasing, and Payroll-management.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: **FINANCE & ADMINISTRATION**		Unit: **ADMINISTRATIVE**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Management Resource	III.D.2 d, f	1. Initiate Contracts for Board approval	1. Provide resources for programs that cannot be achieved through current staff	1. Plan, organize and direct the District's contract management and risk management	1. Contracts are approved by the Board and contractors receive approved contracts; insurance is purchased and there is a reduction in avoidable losses; records are accurate and there are no customer complaints
				2. Oversee the centralized operation of the District's Accounting, Payroll, and Purchasing departments	2. Accounting, payroll and purchasing functions are done in a timely manner, within legal and contractual guidelines
		3. Oversee the operation of the College's Accounting, Payroll, Central Services, Bookstore and Cafeteria	2. Maintain efficient and effective operations of the Business Service functions		

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	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
Division: **FINANCE & ADMINISTRATION**			**Unit:** **ADMINISTRATIVE**		
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Budget	III.D.1 a-d; D.2; D.2 b	1. Plan and coordinate the distribution of the college's operations allocation to the various college departments • Develop budgets for categorical programs • Develop an annual plan for the expenditure of one time funds	1. The total college line-item budget equals total allocation • Expenditures for categorical programs are within the funding allocation • The annual plan for one-time funds meets college needs	1a. Plan and coordinate the preparation of the annual District budget including all revenue projections, cost estimates, and formula allocations 1b. Upload all college and District Office budgets into the District's Enterprise Resource Planning System	1a. Budget is presented to and approved by the Board on a timely basis 1b. Budget allocations are viewable within the Enterprise Resource Planning system to all necessary personnel
				2. Prepare long-range projections and develop financial strategies to maintain and improve funding levels for the District	2. Financial strategies are presented to the Cabinet and Board as appropriate
Compliance Reporting	III.D.2 a	1. Prepare a variety of reports for categorical programs.	1. To submit reports that accurately reflect expenditures and ensure that expenditures are within the restrictions of the categorical program	1. Prepare and present periodic financial statements and other operational reports to comply with federal, state, county, and local requirements	1. Accurate and timely reports are filed with the federal, state, county and local agencies as required
				2. Maintain financial records and audit trails to comply with fiscal regulations and expedite external audits	2. Audit information is provided on a timely basis; there are no audit comments
Negotiations	III.D.2 b	1. Provide a representative to the District labor negotiation team	1. Representation is provided	1. Represent the District in labor negotiations	1. All negotiating team members have a strong understanding

Division:
FINANCE & ADMINISTRATION

Unit:
ADMINISTRATIVE

Functional Area	ACCREDITATION Standard	COLLEGE Responsibilities	COLLEGE Service Outcome	DISTRICT OFFICE Responsibilities	DISTRICT OFFICE Service Outcome
					of District finances
				2. Estimate the financial impact of negotiations and other policy options to support the decision-making process	2. Various issue-specific scenarios are analyzed and presented
Policies and Procedures	III.D.2 g; D.3	1. Recommend and implement procedures to improve business services 2. Develop college procedures to address issues that are not specifically covered in District procedures	1. Business services are improved 2. Guidelines are created that are useful to the college and provide consistency in operations	1. Formulate and recommend policies and procedures to improve business service efficiency and effective financial management 2. Work directly with college Presidents, Business Directors, and other District staff regarding business procedures	1. District policies and procedures related to business services are current and are updated regularly 2. Policies and procedures are reviewed on a regular basis and revised as necessary

Division:
FINANCE & ADMINISTRATION

Unit:
ACCOUNTING

Functional Area	ACCREDITATION Standard	COLLEGE Responsibilities	COLLEGE Service Outcome	DISTRICT OFFICE Responsibilities	DISTRICT OFFICE Service Outcome
Accounting Services	III.D.2 a	1. Perform professional accounting, bookkeeping, and budget control services for the college 2. Prepare and submit to	1. Accounting records are externally audited for the annual financial statements and found to be correct 2. State & local filings	1. Perform professional accounting, bookkeeping, and budget control services for the District 2. Monitor and maintain the	1. External audit opinion gives validation of appropriate accounting, bookkeeping and budget control processes 2. Chart of Accounts

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		District Accounting: • Expenditure vouchers and the supporting documentation • Journal entries with support • Budget transfers with support • Financial aid requests 3. Maintain categorical records	are submitted to granting agencies 3. Categorical records are current and correct	District's financial account structure, and college account-access 3. Maintain financial records and audit trails to comply with fiscal regulations and expedite external audits	is reviewed and edited as necessary 3. External audit opinion gives validation of compliance with fiscal regulations
				4. Input all journal entries and budget transfers into the general ledger 5. Calculate and record all year-end revenue and expenditure accruals 6. Ensure storage & transfer of fiscal records to District warehouse; conduct annual review and purge of records	4. Sites validate that there are no outstanding entries 5. External audit opinion gives validation that year-end revenue and expenditure accruals were reported correctly 6. Filing area is available for accessible and timely retrieval; records are purged as appropriate
Accounts Payable/ Receivable	III.D.2	1. Send out billing invoices or inform District Office to do so on behalf of college	1. Payments are received.	1. Perform daily audits of cash disbursement requests, reconciling vouchers to invoices and other supporting	1. Vouchers, invoices and supporting documentation are reviewed for accuracy; external

Functional Area	ACCREDITATION Standard	COLLEGE		DISTRICT OFFICE	
		Responsibilities	Service Outcome	Responsibilities	Service Outcome
				documentation	audit opinion validates performance of auditing standard
				2. Issue and expedite all non-salary warrants, including financial aid and student refunds	2. Warrants for financial aid, student refunds, and non-salary issues are processed in a timely manner
				3. Monitor and maintain the District's receivables and payables accounts	3. Receivables and Payables balance; external audit opinion validates accounting records and processes; there are no vendor complaints
Reconciliations	III.D.2	1. Perform monthly bank reconciliations for accounts that are within the college purview	1. Reconciliations of all bank accounts are accurate and timely	1. Perform monthly reconciliations between the District's general ledger cash balances and the month-end statements of the District's various bank and county treasury accounts	1. Internal audit review of internal controls structure and bank reconciliations are preformed in addition to an external audit review
Compliance Reporting	III.D.2 d	1. File quarterly reports for programmatic/financial activity	1. External audit opinion gives validation that this was performed; no late notices are received from granting agencies	1. Prepare and submit expenditure claim requests, attendance and other fiscal reports to comply with federal, state, county, and local requirements	1. All required claims and/or reports are filed in a timely manner; external audit opinion validates process; no complaints are received from

Division: **FINANCE & ADMINISTRATION**			Unit: **ACCOUNTING**		
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
					granting agencies

Division: **FINANCE & ADMINISTRATION**			Unit: **PURCHASING**		
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Purchasing	III.D.2 d	1. Submit requests to Purchasing for goods and services within allocated college budget; receive product 2. Make purchases as provided by District policy	1. Purchasing processes the requests in a timely manner; goods and services are received 2. No purchases above District policy limits are made without processing a purchase requisition	1. Review requests for accuracy 2. Determine requirements for competitive bidding; prepare bid specifications; issue bids and quotes 3. Award Purchase Orders and contracts 4. Prepare Governing Board reports on monthly basis	1. Requisition report is reviewed on a regular basis to assure completion of purchase order /contract 2. External audit opinion gives validation of compliance with state bidding regulations and proper internal controls; requirements are forwarded to the vendors; there are no vendor complaints 3. Purchase orders/contracts are completed and forwarded to vendor 4. Board reports are presented monthly

	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
Division: **FINANCE & ADMINISTRATION**			**Unit:** **PURCHASING**		
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
					to the Governing Board for purchase orders over $10,000 and for continuing contracts
Procurement Card Program	III.D.2 d	1. Submit request for procurement card issuance to Purchasing Department	1. Requests are reviewed by college Business Director and forwarded to Purchasing; end user receives procurement card and handbook	1. Issue and maintain procurement cards	1. Cards are issued on a timely basis; records are current
		2. Utilize procurement cards in accordance with District procedures	2. Statement of transactions are processed and forwarded to District Office	2. Maintain cardholder database	2. Files are kept within the Purchasing Department, where additions and deletions are monitored
				3. Issue procurement card handbook of rules and regulations	3. All holders of procurement cards have been issued a handbook of rules and regulations
				4. Monitor procurement card transactions on a monthly basis for compliance	4. Bank statements are received and monitored monthly
Vendor Sourcing		1. Notify District Purchasing of potential new vendors	1. District Office receives recommendations	1. Source suppliers for goods and services; attend trade shows and vendor fairs	1. Online database is developed and monitored; report of new vendors applications is reviewed
				2. Interview new vendors	2. Vendor is added to

Division:		Unit:		
FINANCE & ADMINISTRATION		**PURCHASING**		

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				3. Maintain online vendor applications and database	online database if selected 3. Online database is used to forward Request for Bids and Purchase Orders to vendors
Construction Contract Management	III.D.2 f	1. Buildings and Grounds determine needs for small construction projects and forward request to Purchasing • Review budget and expenditure reports for accuracy	1. Purchasing receives college requests • Requests are made within college allocated budget	1. Administer and execute contracts for construction-related activities to ensure compliance with policies and procedures, including construction contracts and supply contracts	1. Contracts are awarded to vendors; all policies and procedures are followed; external audit indicates no violations
				2. Support facilities project execution start-up, including contract analysis and preparation of project execution plan, project schedule and procurement of equipment, supplies and materials	2. Meetings are held and project reports are issued in order to ensure that work being done is within the contract and that construction schedules are maintained; Notice to Proceed, Change Orders, and Completion Notices are issued
				3. Review budget and expenditure reports for accuracy	3. Budgets are monitored; expenditures are reviewed; expenditure reports are appropriately

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
					documented
				4. Maintain construction bids and contracts	4. Filing area is available for accessible and timely retrieval; records are purged as appropriate
Surplus Property	III.D.2 d	1. Determine items to be surplused; complete surplus property transfer form	1. Form recording suggested surplus items is forwarded to Purchasing	1. Review surplus property transfer form	1. Property is approved for surplus
				2. Advertise surplus property for sale	2. Newspapers publish advertisements or process completed through public auction
				3. Complete sale of property	3. Report of surplus property sold is reviewed for accuracy
				4. Update automated database for surplus property	4. Reports are reviewed and found to be correct
Fixed Asset Inventory	III.D.2 d	1. Receive equipment and enter fixed asset data into automated system	1. Equipment is tagged with asset number and delivered to end user; fixed asset is recorded in automated database	1. Add/delete District Office fixed assets in automated database	1. Fixed asset report is reviewed for additions and deletions
		2. Complete transfer notification form	2. Purchasing receives notice of transfer	2. Input data related to equipment depreciation	2. External audit opinion is provided for appropriate depreciation of fixed assets
Policies and	III.D.2 g	1. Recommend revisions of	1. Recommendations	1. Develop policies and	1. District Purchasing

Division: **FINANCE & ADMINISTRATION**				Unit: **PURCHASING**	
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Procedures		current policies and procedures and new policies/procedures as appropriate	are communicated to the appropriate District Office staff	procedures related to purchasing services or modify existing policies and procedures as necessary	policy and procedures are reviewed and updated as required

Division: **FINANCE & ADMINISTRATION**				Unit: **PAYROLL**	
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Payroll	III.D.2 a	1. Set college payroll deadlines in order to meet District payroll deadlines 2. Create spreadsheets and time cards 3. Submit absence reports 4. Provide payroll documentation	1. All deadlines are communicated to and met by all departments 2. Hours submitted are audited and correct 3. Audit of reports is submitted for accuracy and received for all monthly employees 4. Audit of documents for accuracy of information is complete	Perform the following duties as it relates to the issuance of payroll and the maintenance of proper payroll records: 1. Set payroll calendar deadlines 2. Process employee time cards (input of hours worked) 3. Track sick leave and vacation 4. Track benefit enrollment and premium payments 5. Set-up employee Tax Shelter Annuities	1. All deadlines are communicated to and met by colleges 2. Audit of hours worked is correct 3. Monthly activity is recorded; audited balances are correct 4. Enrollment and payments are received and accepted 5. Annuity information appears on payroll employee

Division: **FINANCE & ADMINISTRATION**			**Unit:** **PAYROLL**		

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				6. Process pay check/advice 7. Set-up garnishments, levies, section 125 health and dependent care, and other employee withholdings 8. Calculate and input parity and retroactive pay 9. Input Emeritus program, faculty evaluations, coaching, salary reclassifications 10. Reconcile and balance payroll and tax liabilities to quarterly tax reports 11. Input employee address, W4, and DE4 changes 12. Track extended sick leave 13. Process long-term-disability eligibility	deduction file 6. Payroll process created no errors 7. Information appears on employee record file and payroll 8. Errors are not created by information input 9. Input is processed without error 10. Tax reports are accepted by state and federal agencies 11. Update on payroll file is accepted without error 12. Times posted are in balance to tracking calendar 13. Eligibility coverage is determined
Compliance Reporting	III.D.2 d			1. Monitor, maintain and transmit STRS/PERS and Safety PERS data to the proper agencies	1. Employees file is updated by the proper retirement system and employee's retirement file is updated by the proper retirement system

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Functional Area	ACCREDITATION Standard	COLLEGE Responsibilities	COLLEGE Service Outcome	DISTRICT OFFICE Responsibilities	DISTRICT OFFICE Service Outcome
				2. Prepare reports on mandated taxes and payments	2. Tax liability report is accepted by state and federal agencies
				3. Prepare and issue W2 reports	3. W2s are issued timely, audited by employee and accepted
				4. Report District payroll to the Contra Costa County Schools	4. Audit of payroll fund distribution is cleared by county
				5. Prepare multiple worksite reporting – EDD and other EDD labor reports	5. Report is accepted by state
Workers' Compensation	III.D.2 d			1. Track Workers' Compensation eligibility timelines	1. 60-day eligibility limitation is not exceeded
				2. Calculate and issue Workers' Compensation abatements	2. Annual reported earnings are correct
Benefits	III.D.2 d			1. Prepare and compile the actuary benefit and health benefit cost report	1. Actuary is accepted by auditing firm
Retiree Services	III.D.2 d			1. Issue retiree benefits and premium payments	1. Health coverage and premium payments are accepted by insurance company
Accounting	III.D.2 d	1. Distribute payroll checks	1. Pay checks and advices are audited to Payroll register; checks are received and correct	1. Run payroll checks and reconcile and transmit cash balances • Issue, audit and	1. Employee's earnings and retirement file is updated and deposits are accepted • Acceptance of

Functional Area	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
	Standard	Responsibilities	Service Outcome	Responsibilities	Service Outcome
				reconcile direct deposit transfers/reports (ACH)	wire transmittal and confirmation is received
				2. Cancel stale-dated and lost checks	2. Correcting journal entries are processed
				3. Prepare emergency/replacement checks	3. Emergency payroll checks are issued
				4. Issue vendor payments	4. Checks are mailed and received by vendors
				5. Issue federal tax payments	5. Electronic transmittal is received and accepted
				6. Issue salary overpayment notices	6. Notice of overpayment is sent to employee; subsequent payroll deduction is recorded
				7. Issue cash-in-lieu warrants for retirees	7. Contributions are paid and mailed
				8. Issue department chair semester payments	8. Audit of data submitted is correct
				9. Process co-operative education payments	9. Audit of hours is correct
				10. Maintain records and issue cash-in-lieu payments for current employees	10. Audit of stipend on payroll is correct
				11. Calculate and issue sabbatical pay backs	11. Documents are received from CalSTRS

| | | Division: **FINANCE & ADMINISTRATION** | | Unit: **PAYROLL** | | |

| Functional Area | ACCREDITATION | COLLEGE | | DISTRICT OFFICE | |
	Standard	Responsibilities	Service Outcome	Responsibilities	Service Outcome
					confirming period of time
				12. Effect transfer of sick leave	12. Hours submitted by prior college are entered and correct
Records	III.D.2 d			1. Process retirements, resignations, and terminations, providing the employee with the necessary exit documentation	1. Records of prior employment have been cleared and processed to exit file
				2. Maintain employee payroll and health benefit files	2. Benefit files are audited and in correct processing area
				3. Respond to lender employment verifications	3. Verification is reviewed and audited for accuracy
				4. Process unemployment claims	4. Claims are audited and confirmed for employment accuracy
				5. Respond to Medicare inquiries	5. Inquiries are not returned by federal government
				6. Copy and reply to document subpoenas	6. Documents are submitted and accepted by legal courts or attorneys
				7. Provide appropriate payroll processing forms	7. All forms on file are reviewed for type of process and confirmed as current; forms are audited to data

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Division: FINANCE & ADMINISTRATION				Unit: PAYROLL	

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
					entered and reviewed prior to submission
Policies and Procedures	III.D.2 g	1. Recommend revisions of current policies and procedures and new policies/procedures as appropriate	1. Recommendations are communicated to the appropriate District Office staff	1. Develop policies and procedures related to payroll services or modify existing policies and procedures as necessary	1. New policies and procedures related to payroll services are developed with input from the colleges
				2. Evaluate the implementation of District policies and procedures related to payroll services and recommend changes as needed	2. District policies and procedures related to payroll services meet current needs
Hiring	III.D.2 a	1. Hire employees	1. Paper work is submitted by HR, then audited and reviewed for accuracy to data entered by District HR		
		2. Hire International students	2. Paper work submitted by college payroll department is reviewed for accuracy to data entered by District HR		

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HUMAN RESOURCES

ROLE

The Human Resources function is responsible for the administration and management of a comprehensive human resources program for the District, including organizational and staff development, training, equal employment opportunity, recruitment and selection; planning, organizing, directing, and administering the employee health and welfare programs; aiding in the planning, development, implementation, and maintenance of Board policies, operational procedures, and guidelines; planning, directing, and administering the District employer/employee relations process; initiating, auditing and processing personnel actions and ensuring personnel data integrity; and other related functions.

The District Office HR staff is primarily responsible for the initiation, implementation coordination and planning, oversight, interpretation, and audit of all personnel-related activities.

The colleges are primarily responsible for the day-to-day personnel-related contact, initiation of personnel-related actions, contract and Ed Code administration, and general implementation of personnel-related activities.   The colleges each have 1-2 dedicated HR support staff members under the general supervision of the college chief business officer. The college chief business officer serves as HR administrator at the college.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: HUMAN RESOURCES		Unit: ADMINISTRATIVE			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Personnel Budget	III.A.; A.6; D.2	1a. Establish personnel budget and FTE allocations 1b. Manage and hire within budget	1a. Personnel budget is in place prior to start of fiscal year 1b. Personnel costs are managed within budget	1. Manage, update and ensure compliance with annual personnel budget, including staffing and position control	1. Personnel budget is accurate and timely
				2. Prepare and submit reports as required (MIS, IPEDs, etc.) 3. Provide staffing levels and salary budget reports (Position Control, Box 2A, etc.)	2. Reports are accurate and submitted in a timely manner 3. Reports are generated per schedule or as requested and are accurate and timely

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	Division: **HUMAN RESOURCES**			Unit: **ADMINISTRATIVE**		

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Evaluations	III.A.; A.1 b, c	1. Adhere to the completion of evaluations as communicated by the District Office per the collective bargaining agreements and the Management, Supervisory, and Confidential Personnel Manual	1. Employees are evaluated per the process	1. Manage and communicate evaluation system processes to all current managers and supervisors as applicable	1. Employees have a general understanding of evaluation process
				2. Provide training to all employees regarding management evaluation processes	2. Training is provided periodically and as needed
				3. Update management/supervisory evaluation manual and applicable forms	3. Forms and manual are kept up-to-date and in an easily accessed format
Collective Bargaining	III.A; A.3 a, b; A.4; A.4 a; C	1. Be knowledgeable of and adhere to agreed-upon employment stipulations	1. Contract is adhered to; there are no or few grievances	1. Provide interpretations and technical guidance to management and staff; identify problem areas for negotiations	1. Management and staff have a general understanding of contracts; policy interpretation and training is available as needed; and there are no or few grievances and no District grievance losses
Litigation		1. Provide District liaisons to respond to requests for information and documentation	1. Timely and accurate information is provided as needed	1. Serve as District representative in employee- and student-related litigation	1. There is effective and efficient representation
		2. Coordinate employee interviews during investigations	2. Interviews are coordinated in a timely manner	2. Research, compose and coordinate responses for complaint requests from	2. Responses are timely and comprehensive;

Division:				Unit:	
HUMAN RESOURCES				**ADMINISTRATIVE**	

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				DFEH, EEOC, etc. and employee-related litigation requests; coordinate with designated legal counsel	there are no unexpected District losses in litigation
Governing Board Reports		1. Adhere to Board preparation and payroll deadlines for processing employment actions	1. Materials are accurate and are submitted in a timely manner	1. Prepare, audit and edit monthly Board reports on employment issues	1. Board reports are accurate and submitted in a timely manner
				2. Assure compliance with Brown Act requirements for agendizing employment actions 3. Develop appropriate language for new Board actions	2. There is compliance with all Brown Act requirements 3. Appropriate items are developed in a timely manner
Policies and Procedures	III.A.3	1. Interpret and assure adherence to written policies and procedures 2. Communicate to District identified areas of concern or needed policy/procedure revisions to assure consistency of interpretations and application	1. Accurate and complete information is conveyed to employees 2. District Human Resources is contacted whenever a problem area within policies and procedures is identified	1. Develop and implement new personnel policies, procedures, rules and regulations related to employment and Uniform Selection Guideline 2. Review, evaluate and update existing policies and procedures; distribute updates to colleges and provide training when necessary	1. Provisions and processes within HR policies/procedures are kept up-to-date 2. Updated information is routinely distributed, both for management binders and on the web for employees; training is provided as applicable
HR Information Systems		1. Audit and ensure legal and contractual compliance of all employment-related actions	1. Employment-related actions are accurate and timely	1. Audit and ensure legal and contractual compliance of all employment-related actions	1. Employment information is accurate and up-to-date

Division: HUMAN RESOURCES		Unit: ADMINISTRATIVE			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		2. Initiate employment-related transactions	2. Transactions are timely and accurate	2. Initiate, enter, update, audit and manage all employee/employment-related data	2. Employment-related processing is accurate and timely

Division: HUMAN RESOURCES		Unit: EMPLOYEE RELATIONS			
	ACCREDITATION	**COLLEGE**		**DISTRICT**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Employee Relations	III.A.3 a; A.4 c	1a. Administer collective bargaining agreements, HR polices and procedures, and meet and confer agreements 1b. Provide a college representative on the UF and Local One negotiating teams to provide a front line manager's perspective to potential changes in the contract language	1a. There are no or few grievances or employment agreement issues 1b. College representative is appointed, and front line managers are selected	1. Negotiate, interpret and administer collective bargaining agreements	1. There are no or few grievances and no District grievance losses
				2. Manage, interpret and administer HR policies and procedures	2. There are no or few policy complaints and no unexpected District policy complaint losses
				3. Manage, interpret and administer agreements with unrepresented employees through meet and confer process	3. Agreements are effective and efficient

		Division: HUMAN RESOURCES		**Unit:** EMPLOYEE RELATIONS	

Functional Area	ACCREDITATION Standard	COLLEGE		DISTRICT	
		Responsibilities	**Service Outcome**	**Responsibilities**	**Service Outcome**
Grievance Process	III.A.4 c	1. Notify District of potential grievance issues	1. Notification is sent to all concerned parties in a timely manner	1. Oversee grievance process, including serving as hearing officer if required	1. Grievance timelines are adhered to
		2. Investigate and resolve as appropriate	2. Investigations are conducted and appropriate resolutions are reached	2. Review and research grievances; provide guidance for college-level responses	2. Grievances are reviewed and assistance is adequately provided for college-level responses as appropriate
		3a. Collaborate with District to formulate consistency of responses	3a. Complete and accurate information is readily provided to District to facilitate timely responses	3. Develop responses for District level; track applicable grievance timelines; implement grievance results and inform necessary parties	3. Information is distributed to all applicable managers regarding grievance resolutions
		3b. Track applicable college-level grievance timelines	3b. Timelines for college-level responses are adhered to		
Litigation		1. Assist in coordinating employee contacts and interviews during litigation investigations	1. Respond to requests from District Office for assistance and ensure appropriate follow-up	1. Conduct and/or oversee investigations of legal violations including Title 5, Title 9, DFEH, OCR, OSHA, FLSA PERB and tort claims by employees, students and members of the public	1. Oversight and administration of litigation process is followed to ensure necessary improvements and or corrective measures have been implemented.

		Division: **HUMAN RESOURCES**		**Unit:** **BENEFITS AND WORKERS' COMPENSATION**	
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Benefits	III.D.2	1. Receive, review and forward enrollment forms and supporting documentation to District Office HR Department 2. Answer any enrollment questions from campus new hires in reference to plan benefits 3. Notify employees of opportunities to meet and discuss retirement options	1. Completed enrollment forms are submitted by the established deadlines imposed by health carriers 2. Questions are answered for new hires prior to enrollment forms being forwarded to the District Office for processing 3. Questions are clarified regarding retirement	1. Clarify enrollment requirements; receive and audit enrollments 2. Administer, communicate and coordinate open enrollment process 3. Manage benefits through health carriers	1. Enrollment issues are clarified and resolved prior to enrollment of new hires 2. Upcoming annual open enrollment dates, locations and times are coordinated with carriers and communicated to employees via e-mail on a timely basis. 3. Day-to-day issues related to the health carriers that arise regarding benefits for active employees are managed and COBRA notices are processed
Workers' Compensation	III.D.2	1a. Ensure employee/ supervisor completion of claim forms via phone with Company Nurse in a timely manner 1b. Collaborate with District in facilitating early return-to-work opportunities	1a. Forms are completed and sent to Company Nurse in a timely manner 1b. Early return-to-work opportunities are willingly explored	1. Coordinate employee claim-filing process, investigation and early return-to-work program; complete mandatory reporting	1. Claim processing requirements are being completed; accident investigations are completed, if appropriate; and mandatory reporting is completed

Division: **HUMAN RESOURCES**				Unit: **BENEFITS AND WORKERS' COMPENSATION**	
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				2. Complete annual Occupational Injuries Reporting to Department of Labor	2. Ensure that mandatory OSHA reporting has been completed and violation postings have been done
				3. Participate in OSHA informal conferences	3. Ensure that necessary changes and compliance issues have been resolved per OSHA timelines

Division: **HUMAN RESOURCES**				Unit: **STAFF DEVELOPMENT**	
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Professional Development	III.A.5; A.5 a, b	1. Assist in communication of professional development opportunities	1. Communication occurs to all employees campus-wide through multiple means	1. Conduct surveys of employees soliciting ideas for professional development workshop topics	1. With collaboration among the campuses and research department, an online survey is administered to all employees Districtwide
		2. Track enrollment numbers and participants who attend workshops	2. Enrollment and participant numbers are tracked on a computerized system	2. Communicate workshops; track enrollment numbers and participants	2. Workshops are communicated and employees are enrolled online and tracked for attendance at workshops

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		3. Distribute and collect evaluations at the completion of all professional development workshops	3. At the completion of every workshop, evaluation findings are collected and filed	3. Distribute and collect evaluations; summarize and communicate evaluation ratings	3. Evaluations are collected, summarized and communicated following the workshops
				4. Develop a professional development plan for the fiscal year	4. A strategic plan for providing professional development workshops throughout the year is developed
				5. Adhere to legal requirements for training needs such as sexual harassment prevention.	5. Training is provided to all employees Districtwide on legally required training topics
				6. Provide diversity/inclusion training as needed.	6. Support Districtwide training initiatives
Educational Reimbursement Programs	III.A.5	1. Review campus educational reimbursement applications for completion and adherence to eligibility requirements and process selected applications for payment	1. Educational Reimbursement Program eligibility requirements are adhered to for all approved applications	1. Manage and administer Classified Employee Enhancement Program (CEEP), Educational Incentive Program (EIP), Management Council, Confidential and CCCCD Tuition Reimbursement Programs	1. Applications that adhere to eligibility requirements for educational reimbursement are reviewed, audited and approved; educational eligibility requirements are adhered to for all approved applications

| | | **Division:** HUMAN RESOURCES | | **Unit:** STAFF DEVELOPMENT | | |

Division: HUMAN RESOURCES

Unit: STAFF DEVELOPMENT

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Employee Orientation	III.A.5; A.5. a, b	1. Assist in reinforcing the communication to employees and managers when necessary regarding mandatory attendance at new employee orientation. Annually a new faculty orientation and bus tour is offered for all newly hired employees within the past year.	1. The communication of orientation requirements and dates to new hires and managers is reinforced as needed	1. Coordinate and facilitate the monthly new employee orientation; update orientation as needed	1. Provided minimum enrollment, a new employee orientation program is offered once a month
Compliance Reporting	III.A.4 b	1. Provide requested data and workshop activity descriptions to District Office Human Resources Department	1. The required data are collected and forwarded by the established deadline to the District Office HR Department	1. Collect professional development data and workshop activity descriptions from each campus and submit required reports to the State Chancellor's Office	1. Campuses are notified of reporting requirements; data from the campuses is collected and summarized and submitted to the State Chancellor's Office by established deadline

Division: HUMAN RESOURCES

Unit: RECRUITMENT AND CLASSIFICATION

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Recruitment	III.A.1; A.1 a; A.2	1a. Coordinate the college recruitment activities for faculty, management, supervisory, confidential and classified positions by	1a. Campus interview logistics are smoothly arranged by colleges to meet the needs of	1. Develop and implement employment strategies and planning to ensure the District meets staffing needs	1. Districtwide Recruitment Plan for classified, management, supervisory and

	Division: **HUMAN RESOURCES**			Unit: **RECRUITMENT AND CLASSIFICATION**		

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		identifying the interview participants, scheduling interview logistics, preparing interview materials and facilitating the interview panel 1b. Consult with management and union representatives on recruitment and human resource issues	applicants and hiring managers 1b. Management and union actively participate in recruitment process	• Direct the overall recruitment process for all classified, management, supervisory and confidential position opportunities by creating a recruitment plan/timeline, advertising plan, performing paper-screening, identifying applicants for interviews and extending job offers	confidential openings is established and executed according to schedule • Individual job timelines are followed for each opening in an effective and efficient manner
				2. Investigate complaints and recommend corrective actions while tracking trends in the hiring effort in order to improve the selection process 3. Consult with management and union representatives on recruitment and human resource issues	2. Trends and issues are tracked to continually improve selection and address other HR matters 3. Management and union actively participate in recruitment process
Equal Employment Opportunity	III.A.4; A.4 a-c	1. Administer EEO rules and plan activities	1. All activities occur as planned; there are no or few complaints	1. Oversee and coordinate equal employment opportunity within the District, ensuring legal compliance and development and delivery of an EEO plan	1. Plan is delivered in a timely manner within the deadlines established by the State Chancellor's office; there is a general

		Division:				
		HUMAN RESOURCES		**Unit:**		
				RECRUITMENT AND CLASSIFICATION		

Functional Area	ACCREDITATION Standard	COLLEGE Responsibilities	COLLEGE Service Outcome	DISTRICT OFFICE Responsibilities	DISTRICT OFFICE Service Outcome
					understanding of plan; there are no or few complaints and no unexpected complaint losses
Classification	III.A.6	1. Administer classification plan and assist in desk audits and job analysis as requested	1. Comprehensive job information for job analysis is provided; District HR is informed on classification issues impacting the college	1. Classify positions for management, confidential, supervisory and classified employee groups and conduct re-classification studies; maintain District classification system	1. Classifications and reclassification requests are completed in a timely and quality manner; classification system is maintained and administered appropriately
				2. Perform desk audits, job analysis, labor market comparisons and compensation studies	2. Analysis and recommendations to employees and management are provided
Service Recognition Program	III.A.5; A.5. a, b	1. Campus HR reviews the awardee list generated by District HR and verifies those employees scheduled to be awarded who are missing from the list or need to be removed.	1. Logistical support from the campus is provided to administer the event planned on the designated date and time.	1. Organize and administer Board sponsored annual service recognition program for all classified, faculty and management employees with 20+ years of service with the District.	1. Board Members, Presidents, Chancellor, employees being awarded and designated managers are notified of service recognition program details. Program is administered on the designated date, time and District location.

INFORMATION TECHNOLOGY

ROLE

The District Information Technology Department provides Districtwide leadership on all facets of technology. The department is responsible for managing and providing services for Districtwide administrative systems (Student, HR, Payroll, Finance, etc.), Districtwide network infrastructure and interconnectivity, and system security. The District and college technology leaders meet monthly to set priorities and share status of projects.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: **INFORMATION TECHNOLOGY**		Unit: **INFORMATION TECHNOLOGY**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Network Support	III.C; C.1; C.1 a, d	1. Maintain college domain, and stand-alone servers 2. Develop and support network applications 3. Maintain network services (e.g., DHCP, DNS, Printing, etc.)	1. 99.9% uptime 2. Application Development and Support 3. 99.9% uptime	1. Manage District Office Local Area Network 2. Manage Districtwide network authentication system 3. Provide consultation for network installations for projects including existing, new and remodeled building projects	1. 99.9% uptime 2. 99.9% uptime 3. Network consultation
				4. Manage and expand wireless network access 5. Develop and support network applications (e.g., Document Imaging, SARS TRAK, Email, etc.) 6. Maintain VLANS and network services (e.g., DHCP, DNS, Printing, etc.) 7. Maintain Districtwide Intranet 8. Support for POS system,	4. 100% coverage 5. Application development and support is provided 6. 99.9% uptime 7. Application development and support 8. 99.99% uptime

Division: INFORMATION TECHNOLOGY				Unit: INFORMATION TECHNOLOGY	
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				cash registers, and infrastructure for college bookstores	
				9. Support bookstore desktops and network	9. Users express satisfaction with services received
				10. Network consulting and partnerships with County and Federal agencies	10. Network consultation is provided
Student/Employee Support	III.C.1 b	1. Provide PC support to college employees	1. Employees are satisfied with services received	1. Provide PC support to District Office employees located within the District Office building and at college facilities including Bookstores and Police Services	1. Trouble tickets are responded to within two hours; employees are satisfied with services received
		2. Provide PC replacements for student computer labs, faculty, staff and managers	2. PCs are replaced every 4 to 5 years as funding allows or as needed	2. Provide PC replacements for District Office staff and managers	2. Replace PCs every four years as funding allows or as needed
		3. Provide Help Desk services for college employees	3. Excellent help desk support services is provided for all employees	3. Maintain/support cloud based Microsoft e-mail and calendaring system Districtwide	3. 99.9% uptime services received
		4. Provide technical assistance for in computer lab	4. students are satisfied with services received	4. Maintain/support Districtwide student and employee web portal for registration, grades, e-advising, financial aid, pay advice, W2, and other related information	4. Services are provided, available, and expanded as needed
				5. Maintain/support Districtwide Police Service Report System	5. 99.9% uptime
				6. Maintain/support Districtwide Keyless Entry	6. 99.9% uptime

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	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				Server 7. Maintain/support Districtwide portal for document sharing and storage 8. Implement single IT helpdesk software districtwide for supporting employees	7. Services provided and expanded as needed. 8. 99.9% uptime
Districtwide System Support	III.C.1 c			1. Manage College local area network (LAN) and Wide area network (WAN) 2. Manage and expand where necessary District wide Wireless Access for all constituents 3. Maintain/support Districtwide document imaging system 4. Maintain/support Districtwide Enterprise Resource Management System - ERP (Student, Payroll, HR, and Finance applications) 5. Negotiate with vendors for Districtwide software licensing 6. Maintain/support Districtwide data warehouse and decision support tools	1. 99.9% uptime 2. 99.9% uptime and timely expansion of WIFI where necessary 3. 99.9% uptime 4. 99.9% uptime; employees are satisfied with the services received 5. Reasonable prices are acquired for services compared to prior years 6. 99.9% uptime; users are satisfied with tools available and new functions/ features are added as needed

Functional Area	ACCREDITATION Standard	COLLEGE		DISTRICT OFFICE	
		Responsibilities	Service Outcome	Responsibilities	Service Outcome
				7. Provide consultation for network installations for existing, new and remodeled buildings projects	7. All new buildings as well remodels buildings will conform to district Technology standards
Internet/Intranet	III.C.1 c	1. Develop/maintain/upgrade college Internet site	1. 99.9% uptime	1. Develop/maintain/ upgrade District Internet site	1. 99.9% uptime; users are satisfied with offerings and site is updated as needed.
		2. Develop/maintain/upgrade college web applications	2. Web Applications are developed and supported as needed		
Telephone System	III.C.1			1. Manage Districtwide Shoretel telephony infrastructure	1. 99.9% uptime
				2. Manage and maintain Districtwide telephony emergency broadcast system	2. 99.99% uptime
Security	III.C.1	1. Ensure that desktop computers, servers and college specific applications	1. Meets security standards	1. Manage network security on firewalls and servers	1. Meets security standards
		2. Ensure the computers connected are in proper VLAN	2. Student/public computers are separated from staff computers	2. Manage network VPN services	2. Access from outside network is secure
		3. Destroy data on disk drives before computers are disposed thru E-Waste	3. Procedure followed	3. Support desktop security with account management	3. Everyone has a unique, secure username and password
				4. Ensure that desktop computers, servers and college specific applications meet security	4. Meets security standards

Functional Area	ACCREDITATION Standard	COLLEGE		DISTRICT OFFICE	
		Responsibilities	Service Outcome	Responsibilities	Service Outcome
				standards 5. Ensure compliance with state and federal system security guidelines	5. Yearly internal and external scanning occurs; internal procedures are developed to ensure compliance
				6. Disk wipe and secure tape destruction	6. Secure procedure followed
				7. Provide PCI Security Scan and exercise remediation	7. PCI compliance is met
				8. Support surveillance equipment infrastructure	8. 99.9% uptime
				9. Develop procedures for security best practices	9. Procedures are in place
				10. Maintain District wide license for Desktop anti-virus software	10. Establish annual budget and procurement of anti-virus software
Technology Leadership and Reporting	III.C.2	1. Prepare college TTIP expenditure reports	1. Reports are completed accurately and on time	1. Lead development of Districtwide technology strategic plan	1. Plan is developed with full opportunity for participation and buy-in by all constituencies
		2. Develop college technology strategic plan	2. Each college has a current technology plan.	2. Ensure timely and accurate reporting of State Management Information System reporting	2. Reports are submitted on time and verified for accuracy by staff responsible for the data
		3. Meet with Technology Committee to make strategic planning and policy recommendations for campus computing,	3. Strategic plans and policy are developed through committee collaboration	3. Coordinate and submit annual Telecommunications and Technology Infrastructure Program (TTIP)	3. Reports are compiled and submitted on time

		Division: INFORMATION TECHNOLOGY		Unit: INFORMATION TECHNOLOGY	

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		networking and instructional technology applications		expenditure reports to System Office	
				4. Ensure compliance with destruction of records policy and communicate information to the Board	4. Report is made to the Board on an annual basis
				5. Communicate technology issues/needs to Chancellor's cabinet	5. Regular meetings are scheduled with the Chancellor
				6. Update Board on technology matters	6. Report to Board is made biannually or as needed.
Media Services	III.C.1	1. Provide scheduling and delivery services for AV media and equipment	1. AVC (Audio Video Conferencing) services for employees and community groups is provided	1. Provide scheduling and delivery services for video conferencing, AV media and equipment	1. AVC services are provided for employees and community groups
		2. Manage smart classroom operations and installations	2. New and replacement installations for existing, new and remodeled buildings are installed		
		3. Manage audio studio	3. Students and faculty recording needs are serviced		
		4. Manage television studio	4. Students and faculty needs are serviced		
		5. Manage Media Center	5. Students and faculty needs are serviced		
Instructional Technology	III.C.1 b	1. Coordinate technology workshops for employees	1. Technology training and support for employees is provided	1. Provide technology workshops for employees	1. Technology training and support are provided for employees
		2. Provide Summer Institute,	2. Training and support		

	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
Division: INFORMATION TECHNOLOGY				**Unit:** INFORMATION TECHNOLOGY	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		flex activities and drop-in support for instructional technology	for employees is provided in a variety of venues		
Distance Education	II.A.1 b III.C; C.1.b	1. Provide training opportunity related to the use of Learning Management System (LMS)	1. Training and support for employees is provided in a variety of venues	1. Maintain the network infrastructure in support of distance education	1. Network is available and reliable providing 99.9% uptime
				2. Maintain authentication services for Desire2Learn learning management system (LMS) 3. Maintain current enrollment in Desire2Learn system 4. Lead LMS taskforce to ensure a districtwide standard in configuration of Desire2Learn	2. 99.9% uptime 3. Enrollments updated daily 4. Regular meetings of the taskforce

INTERNAL AUDIT SERVICES

ROLE

Internal Audit Services (IAS) is an objective and independent assurance and consulting activity established as a service to the District (includes the District Office and all colleges). It helps the District accomplish its objectives by examining and evaluating the adequacy and effectiveness of controls. The objective of Internal Audit Services is to assist the District in improving operations, ensuring compliance with laws and regulations and reducing risk. This is accomplished by: continuously analyzing, appraising and assessing processes for adequate and effective controls; identifying process improvement areas; and providing management with value-added recommendations on activities reviewed. The scope of Internal Audit Services encompasses the evaluation of the District's system of internal control and the quality of performance.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division:
INTERNAL AUDIT SERVICES

Unit:
AUDIT SERVICES

Functional Area	ACCREDITATION Standard	COLLEGE Responsibilities	COLLEGE Service Outcome	DISTRICT OFFICE Responsibilities	DISTRICT OFFICE Service Outcome
Risk Assessment	III.D.2 c	1. College management participates in evaluating District/College risks and provides IAS with feedback on areas of concerns	1. Risk assessment is completed and communicated timely to IAS, so that risks can be analyzed and audit topics can be identified and prioritized	1. IAS evaluates risk assessment responses from the colleges and District Offices, combines them with other applicable factors and develops a ranking of risks from which a risk based audit plan is developed	1. Risk assessment is completed, audit plan developed and presented to the Board Finance Committee and Chancellor's Cabinet
Financial Audits	III.D.2 a	1. Ensure college staff and appropriate documentation are available for audit 2. Develop management action plans to address audit findings	1. Requested staff and documentation are made available in a timely manner 2. Action plans are finalized and communicated to IAS	1. Review the reliability and integrity of financial and operating information. Communicate findings promptly, to appropriate management, during reviews 2. Ensure appropriate action plans are developed to address findings	1. Reports are issued timely after reviews are completed. 2. Findings, recommendations and action plans are presented to the Chancellor's Cabinet and

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Division: **INTERNAL AUDIT SERVICES**				Unit: **AUDIT SERVICES**	
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
					Board Finance Committee, quarterly
Internal Control and Compliance Audits	III.D.2 III.D.2.e III.D.2.b	1. Ensure college staff, appropriate documentation, and/or assets are available for audit	1. Requested staff, documentation, and/or assets are made available	1. Review the current systems to ensure compliance with policies, plans, procedures, laws and regulations. Communicate findings promptly, to appropriate management, during reviews	1. Reports are issued timely after reviews are completed
		2. Develop management action plans to address audit findings	2. Action plans are finalized and communicated to IAS	2. Ensure appropriate action plans are developed to address findings	2. Findings, recommendations and action plans are presented to the Chancellor's Cabinet and Board Finance Committee, quarterly
				3. Verify the existence of assets, and ensure that appropriate controls are in place to safeguard all assets	3. Reports are issued timely after reviews are completed
Operational Audits	III.D.2 e III.D.3.h III.D.4	1. Ensure college staffs are available to participate in review	1. Requested staff participate in review	1. Review operations and programs to determine whether results are consistent with established objectives, goals and plans. Communicate findings promptly, to appropriate management, during reviews	1. Reports are issued timely after reviews are completed
		2. Develop management action plans to address audit findings	2. Action plans are finalized and communicated to IAS	2. Ensure appropriate action plans are developed to address findings	2. Findings, recommendations and action plans are presented to the Chancellor's

Functional Area	ACCREDITATION Standard	COLLEGE Responsibilities	COLLEGE Service Outcome	DISTRICT OFFICE Responsibilities	DISTRICT OFFICE Service Outcome
				Cabinet and Board Finance Committee, quarterly	
				3. Appraise the economy and efficiency of operations.	3. Reports are issued timely after reviews are completed
Consulting	III.D.3.h III.D.2.e	1. Initiate request for assistance with new program (processes) development	1. Requests are made	1. Assist with new program (processes) development	1. Recommendations are made during program development
		2. Initiate request for assistance with changing program (processes)	2. Requests are made	2. Assist management with changing program (processes) areas	2. Recommendations are made and are timely
External Audit Liaison	III.D.2 a	1. Inform Audit Services of any areas of external auditor's concerns	1. Audit Services is notified	1. Coordinate internal audit reviews and communicate with the external auditors, as necessary, in order to ensure that audit objectives are satisfied	1. Audit objectives are satisfied
Investigations	III.D.3.h	1. Notify Audit Services upon discovery of any suspected or confirmed improprieties	1. Audit Services is notified upon discovery of suspected or confirmed impropriety	1. Ensure that suspected or confirmed improprieties are investigated	1. Investigation is conducted thoroughly and promptly and results reported timely after reviews are completed
Training	III.A.5.a	1. Initiate request for training (fraud or internal control) needs	1. Requests are made	1. Develop training information and present to colleges and District	1. Training is provided college and/or District, as required.
Administrative	III.D.2 a, b			1. Develop an annual audit	1. Audit plan and

Division: **INTERNAL AUDIT SERVICES**			**Unit:** **AUDIT SERVICES**		

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Reports				plan and summary of activities report for the Chancellor's Cabinet and Board Finance Committee. 2. Follow-up with management of audited areas and ensure that agreed upon action plans have been implemented and findings remediated.	summary of activities reports, are presented to the Chancellor's Cabinet and Board Finance Committee at least annually 2. Status of management action plans are reported to the Chancellor's Cabinet and Board Finance Committee, quarterly.

INTERNATIONAL EDUCATION

ROLE

The District Office of International Education is responsible for the oversight of international student and study abroad programs at the three colleges. This includes working with and directing District and college international education staff in these two programs as well as serving as a liaison for these concerns with District/college administrators, faculty, classified staff, resident and international students, and the local and international community.

The District International Director and Program Assistant maintain operations/offices at all three colleges, with DVC as the primary office, focusing on Study Abroad.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: INTERNATIONAL EDUCATION		Unit: INTERNATIONAL EDUCATION			
Functional Area	**ACCREDITATION** Standard	**COLLEGE** Responsibilities	Service Outcome	**DISTRICT OFFICE** Responsibilities	Service Outcome
Recruitment	I.A; A.1 II	1. Recruit international students 2. Recruit and meet with resident students for Study Abroad programs 3. Work with and encourage college faculty to continue existing international study and exchange programs and to develop new programs	1. Recruitment plans and staff for recruiting students are in place 2. Study Abroad opportunities are advertised and promoted 3. Support is provided for current faculty, and there are efforts to recruit new faculty to become involved in international study and exchange programs	1. Provide leadership in the recruitment of international students from key areas throughout the world	1. Annual recruitment plan is developed and implemented
Study Abroad	II.A.1 a; A.2; A.2 c	1. Supervise the college Study Abroad office and its programs and services	1. Study Abroad program is supported and managed		
Program Support		1. Provide leadership to college international	1. International student clubs and groups	1. Plan, implement and maintain international	1. Support is provided for the

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Functional Area	ACCREDITATION Standard	COLLEGE		DISTRICT OFFICE	
		Responsibilities	Service Outcome	Responsibilities	Service Outcome
		student clubs and groups	have faculty sponsors	student and Study Abroad programs at all three colleges	Study Abroad program and international students at all colleges
		2. Encourage and support International Education activities at the college	2. College International Education activities are promoted and supported	2. Conduct at least two meetings each academic year of the District International Education Committee	2. Meetings are held; progress on goals and objectives is shared
				3. Plan and oversee yearly International Education budgets for the District and three colleges	3. Annual budget for the International Education program is developed and approved and annual expenditures are within the budget allocations
				4. Lead recruitment efforts to increase the number of international students in the District	4. International student enrollment continues to grow
Communication	II.A.1 a	1. Serve on appropriate college governance bodies as representatives of the international education program	1. International Education representatives participate in college governance	1. Meet regularly with college staff and management to address the needs of international students and Study Abroad programs	1. There is evidence of good communication between District management and college International Education program
		2. Meet and work with college managers, faculty and staff on local International	2. International Education representatives work	2. Act as a liaison in support of faculty and institutional international educational	2. Support is provided for institutional

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Division: **INTERNATIONAL EDUCATION**		Unit: **INTERNATIONAL EDUCATION**			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		Education and Study Abroad program issues	with other college personnel to address issues related to International Education	exchange	international educational exchange
		3. Provide leadership and communications with local college international student offices	3. There is evidence of good communication by and among college international student offices	3. Represent the District in international conferences and related organizations	3. District and colleges are represented at international education conferences and meetings
Compliance Reporting	III.D.2 d			1. Provide reports to District management on issues and developments in these programs	1. Reports are prepared and presented in a timely manner

POLICE SERVICES

ROLE

Police Services provides law enforcement for the District, protecting life and property, as well as emergency preparedness activities. Police officers are assigned to each campus and are responsible for providing a safe environment for students, faculty and staff. A parking officer is assigned to the front security desk at the District Office.

RESPONSIBILITIES AND SERVICE OUTCOMES

Division: POLICE SERVICES		Unit: POLICE SERVICES			
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
Operational Program	I.B.2 III.A.5; A.5 a, b; B.1	1. Communicate needs to Police Services 2. Provide information regarding police staff performance	1. Events are staffed and managed adequately through the cooperation of college and police staff 2. Information is provided for timely completion of evaluations	Plan, organize, coordinate, and direct the District Police Services operation: 1. Plan, organize, and supervise the development and maintenance of mid- and long-range planning programs 2. Manage, evaluate, and provide developmental opportunities to police staff 3. Ensure a cost effective and cost beneficial operational mode, where there is appropriate quality control and performance standards 4. Ensure implementation and maintenance of a systematic data management, storage and retrieval system	1. Planning programs are current and timelines for implementation are adhered to 2. Evaluations are timely and staff development opportunities are offered regularly 3. Quality control and performance standards are enforced and are communicated to all staff 4. Guidelines for systematic data management are in place

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		Division: **POLICE SERVICES**		**Unit:** **POLICE SERVICES**	

	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
				5. Plan, organize and supervise a program of inspection and review of operational facilities and equipment to ensure potential safety hazards are corrected and prevented 6. Manage lost and found items	5. Facilities and equipment are regularly inspected to ensure the maintenance of a safe environment 6. Lost and found items are categorized, logged and disposed of with student body in mind and in compliance with Education Code regulations
Security	II.A.6 c III.B.1 b	1. Report criminal activity to Police Services 2. Provide a presence on campus to deter criminal activity 3. Maintain active Safety Committee 4. Maintain current emergency	1. Crime reports are logged 2. Administrative staff are visible on campus and at campus activities 3. Safety Committee has regular meetings 4. Emergency	1. Collect crime statistic data 2. Counsel and advise college personnel regarding facility security, parking regulations and Police Services-related problems and concerns 3. Assign officers to each campus for law enforcement-related responsibilities 4. Coordinate emergency	1. Report is prepared and submitted to the state 2. Police alerts and concerns are communicated to college and District Office personnel, and Police Services web site is current 3. Officers are assigned to colleges and work to ensure a safe environment 4. Emergency

Division: **POLICE SERVICES**				Unit: **POLICE SERVICES**	
	ACCREDITATION	**COLLEGE**		**DISTRICT OFFICE**	
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
		preparedness plan	preparedness plan is current and shared with college personnel	preparedness	preparedness plan is in place, current, and communicated to all District employees
				5. Provide leadership, training and act as on-scene commander in crisis situation in order to protect life and property. Facilitate major incidents (bomb threat, gas leak. power outage, protest, etc.)	5. There is a crisis situation process whereby Police Services is available to lead or to provide support to the Chancellor or college Presidents utilizing the Standardized Emergency Management System (SEMS)
				6. Coordinate Key Access control	6. Key Access logs are current and correct
				7. Staff special events (football, dances, dignitary visits etc.)	7. Special events are staffed by Police Services personnel
				8. Provide escort service for students and staff	8. Escorts for students and staff are provided
Investigations		1. Refer students and or District personnel to college administration for sanctions	1. Referrals are made to Police Services	1. Investigate criminal activity using elements of the alleged crime to prove or disprove allegations	1. The clearance rate of assigned reports is tracked, and the department

	ACCREDITATION	COLLEGE		DISTRICT OFFICE	
Division: POLICE SERVICES			**Unit:** POLICE SERVICES		
Functional Area	**Standard**	**Responsibilities**	**Service Outcome**	**Responsibilities**	**Service Outcome**
					complies with the Jeanne Cleary Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1999
Traffic Control		1. Report traffic and parking violations to Police Services	1. Violations are reported	1. Enforce traffic laws, parking regulations and maintain order	1. Traffic and parking citations and warnings are issued and fines collected where appropriate
Policies, Procedure and Guidelines	IV.B.1 b			1. Develop and implement organizational policies, guidelines, and priorities 2. Ensure District compliance with legislative and legal mandates	1. Departmental policies and procedures manual is annually reviewed and revised as appropriate 2. Contract with Lexipol, a legal firm specific to law enforcement compliance with state and federal mandates, to annually review policy manual
Budget	III.D; D.1 d			1. Plan, organize, and participate in the budget planning process, including developing and implementing an	1. Budget is developed using established planning guidelines

| Functional Area | ACCREDITATION | COLLEGE | | DISTRICT OFFICE | |
	Standard	Responsibilities	Service Outcome	Responsibilities	Service Outcome
Division: POLICE SERVICES		**Unit:** POLICE SERVICES			
				expenditure control process	