

## District Office Service Outcomes

### The Chancellor's Office

#### Roles & Responsibilities

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

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Institutional Leadership	I. A. 1—4	Board of Trustees	Presidents provide leadership at the colleges	Serve as chief executive of the district	
	I. B. 4 & 6	Senior Staff	Presidents encourage a culture of shared governance and participate in shared governance decision making	Advise the Board of Trustees	
	IV. A. 1—5	College Presidents	Presidents promote a culture of continuous institutional improvement by evaluating the	Oversee orientation of new board members	
	IV. B. 1 a—h	Academic Senates & Faculty	Presidents assume responsibility for all educational and student services programs offered in the name of college	Assures completion of the Board' annual self-evaluation and retreat	
	IV. B. 2 a—e	Unions	Presidents represent the colleges in all collective bargaining processes	Supervise, coordinate, and evaluate the activities of senior staff and Chancellor's Cabinet (presidents)	
	IV. B. 3 a—g	District Employees	Presidents demonstrate leadership in evaluating the college's effectiveness in achieving its mission and goals	Assure the quality of all district –level decision-making and shared governance processes	
		Students		Provide leadership in the development of the District Mission and strategic and facilities plans	
		Community stakeholders		Provide leadership for collective bargaining processes	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
			<p>Presidents demonstrate leadership in guiding the development of critical planning and goal-setting processes and in evaluating the effectiveness of these process</p> <p>Presidents serve as Cabinet representatives on all district-wide councils and committees</p> <p>Presidents represent their colleges to the communities they serve</p> <p>Presidents and colleges participate actively in an on-going dialogue meant to clarify district/college functions and responsibilities</p>	<p>Provide leadership for the on-going improvement of district-wide administrative support services</p> <p>Establish and maintain the roles and responsibilities of the district in relation to the colleges and evaluates this delineation on a regular basis to improve district/college functions</p> <p>Serve as liaison between the colleges and the Board of Trustees</p>	
Policies and Procedures	IV. B. 1 a—h IV. B. 2 c	Board of Trustees  Senior Staff  College Presidents  Academic Senates & Faculty  Unions  District Employees  Students		<p>Advise the Board in the development of Board policies and Board Rules</p> <p>Establish and maintain district-wide administrative policies through Chancellor’s Directives and Administrative Regulations</p> <p>Provide for the regular review and updating of all directives and administrative policies</p>	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Advocacy	IV. B 2 e	Board of Trustees  All District and college constituencies		Represent the district and district colleges to all local, state, and national constituencies  Guide the development of legislative policy and advocacy positions on behalf of the district and the colleges	
Financial Stability and Resource Development	III. D. 1 IV. B. 2 IV. B. 3 c & d	Board of Trustees  All District and college constituencies		Assure that district resources are allocated in response to the district's mission and strategic goals and priorities  Provide budgetary accountability at the district and college level  Establish long-range plans to assure district and college fiscal stability  Identify and pursue initiatives to augment district and college resources and external partnerships  Inaugurate and fulfill district bond programs	
District Foundation	III. D. 2 d	All District and college constituencies		Oversee the selection of Director of the District Foundation  Participate as a member of the Board and assist in Foundation activities and fund raising efforts	

## District Office Service Outcomes

**Division: Business Services**

**Unit: Office of Director**

**Manager: Dawn Bastin**

### Roles & Responsibilities

The Division of Business Services provides consistent, efficient, and effective support services related to district and college business operations, contracts management, procurement and purchasing, risk management, and office and staff services. In collaboration with college personnel, Business Services develops, interprets, and implements rules and policies of the Board of Trustees and the administrative directives of the Chancellor as they effect business services and the physical resources of the district.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Real property	III. D. 2 d & f	VPs Admin, Enterprise Mgrs	Identify needs; perform due-diligence as specified in Admin Reg	Negotiate leases & permits > 14 days; bid if required; present to Real Property Team; comply with Admin Reg; take to Board for approval	Transactions completed timely; deal points meet college expectations (function moving to FP&D in 2006)
Health & welfare benefits	III.D. 2 c & d	Managers all employees	Provide feedback on benefits programs	Mgt rep on Joint Labor/Mgt Benefits Comt; recommend annual benefits plans to SVC, Chancellor and Board; trouble-shoot problems for employees/retirees	Health benefits are maintained while costs are contained
Risk management	III. D. 2 d & f	Athletic trainers & directors	Participate in student insurance advisory comt; help control losses from intercollegiate sports	Participate in advisory comt; market insurance; coordinate with broker/claims administrator, help control losses	Trainers/directors satisfied with insurance program; losses are under control; coordination is high
Procurement	III. D. 2 b	VPs Admin, Staff involved in purchasing	Identify training needs; comply with Board Rule, Admin Reg, policies & procedures	Provide training in response to college-identified needs; update policies & procedures	College staff are trained, compliance is high, transactions are handled in accordance with good business practices
Purchasing card program	III. D. 2	Cardholders Approving officials Billing office	Notify of changes in cardholder and approving official accounts; promptly process monthly payments; prevent misuse	Process changes; process-in new cardholders, AOs; implement districtwide changes; train new participants	Changes are completed timely; card misuse is minimal; DO rebates are captured and late charges avoided

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		officials			
Sheriff's contract	III. D. 1 a & d III. D. 2 d	Presidents VPs Admin	Monitor expenditures, services against contract; notify DO of problems; supervise cadets; participate in LACCD-Sheriff Task Force & report to Cabinet	Negotiate renewals; monitor contract performance; trouble-shoot problems; disseminate information; coordinate task force meetings	Contract renewals are competitive with contract cities; Sheriff's performance conforms to contract specs; problems are addressed with Sheriff
Direct-access energy contracts	III. D. 2 d & f	VPs Admin, Facilities Directors	Process monthly invoices; monitor energy usage, advise of changes in energy requirements that affect contracts	Communicate with CCLC on contract matters; analyze and advise on contract renewals; process return to utility if college desires	Contract costs are competitive with utility costs

**Division: Business Services**

**Unit: Contracts and Purchasing**

**Manager: Jim Watson**

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>Contracts &amp; Purchasing</b>	III. D. 2 b & f III. A. 5 a	College Procurement Specialists (CPSs)  Purchasing Aides/entry staff  Presidents, VPs Admin  All users of SAP  Board of Trustees	Provide suitable work space, technical/ clerical support, supplies, equipment to perform duties  Receive, review and enter purchasing documents (purchase requests, purchase orders) and contracts documents (RFCs, STAs)  Review/approve all purchasing and contract documents in SAP; sign all final SAP documents for transactions within colleges' delegated authority  Provide complete, accurate information for new vendor	Manager coordinates CPSs to promote consistency districtwide in processing of transactions; provides training to CPSs; tracks patterns in regional/districtwide purchasing  Provide training and transaction assistance to college purchasing staff  <ul style="list-style-type: none"> <li>Purchasing Agent processes purchases over statutory threshold (now \$65,100), performs sealed bidding, prepares Board reports, prepares purchase orders</li> <li>Contracts Analysts process contracts over statutory threshold, issue requests for</li> </ul>	Board agenda items are processed per published schedule; purchasing practices are consistent across colleges; opportunities for quantity purchases are exploited  College transactions comply with procurement policies  Transactions are completed on schedule and within policy  Vendor database is accurate, vendor entry is timely  Transactions are reported on Board agendas accurately and within timeframes on published

			records to be entered in SAP  Enter purchasing and contract documents in system	proposals, prepare Board reports, issue contracts  Review system to verify vendors not in system already; enter new vendors in system and notify requester of vendor number  Purchasing Agent, Contracts Analysts, CPSs generate Board reports on transactions	schedule
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**Division: Business Services**

**Unit: Risk Management**

**Manager: Vacant**

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Health Benefits	III. D. 2	Active employees retirees, survivors	Input assignments/leaves timely  Forward eligibility questions to Health Insurance Section	Administer benefit plans in accordance with bargaining agreements  Work with colleges regarding input of assignments/leaves  Provide customer service to benefit plan participants  Resource to Joint Labor/ Management Benefits Committee	High degree of compliance with eligibility requirements  Minimal incorrect terminations of benefits  Satisfaction of customers  JLMBC's resource needs are met
Workers' Compensation	III. D. 2	VPs Admin, claimants, Focal Points	Report WC claims immediately to third-party administrator  Assist in returning employees to work	Oversee administration of claims by third-party administrator  Advise colleges on status of claims  Work with colleges regarding returning employees to work	Claims are adjudicated correctly  Colleges are kept well-informed about claims  Colleges are given transitional duty options for employees able to return to work

Property & Liability, including Student Accident Insurance	III. D. 2 d	VPs Admin, Office of General Counsel  Athletic Trainers/ & Directors	Provide claim form as requested  Assist with discovery in claims process  Report athletic claims immediately to third-party administrator  Report/mitigate unsafe conditions	Oversee administration of claims by third-party administrator (TPA)  Attend mandatory settlement conferences (MSCs), mediations  Assist TPA/legal counsel in gathering data, investigation, discovery  Convene meetings of Student Insurance Advisory Committee	Claims are adjudicated correctly  Good-faith efforts to settle are made at MSCs/mediations  TPA and attorneys are helped satisfactorily with claims research  Advisory committee members are kept well-informed
Health & Safety	III. A. 5 a & b  III D. 2	VPs Admin,  Facilities Directors	Adhere to Injury & Illness Prevention Program (IIPP)  Promote safe work practices  Perform ergonomic evaluations when necessary  First responder to emergencies	Provide support to colleges regarding health and safety  Ensure compliance with IIPP  Develop training programs to support IIPP	Response to H&S issues/events is timely and thorough  DO IIPP is implemented  Colleges' IIPPs are monitored  Training is provided to colleges

**Division: Business Services**

**Unit: Office Services**

**Supervisor: Stacey Allen**

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
District Office parking		College employees, visitors	Call ahead to reserve parking at 770 Wilshire building or get instructions for overflow parking	Provide validations for campus personnel and visitors	Accommodation of parking needs
Board report preparation	IV. B. 1 d	VPs Admin, College Procurement Specialists	Submit Board reports in correct format by deadlines for first drafts	Compile Board reports, make clerical edits and corrections, submit to DO senior staff for review	Board items are processed timely and presented correctly in final agendas
AQMD mobile source regulation	III D. 2	Employee Transportation Coordinators	File annual plans timely; coordinate as needed with DO employee transportation coordinator (ETC)	Provide districtwide coordination to promote consistency, avoid penalties; organize periodic meetings of ETCs	No violations of AQMD rule

**Division: Business Services**

**Unit: Staff Services**

**Supervisor: Anthony Calderon**

<b>Functional Area</b>	<b>Accreditation Standard</b>	<b>Constituents</b>	<b>College Responsibilities</b>	<b>District Office Responsibilities/Service Outcomes</b>	<b>Evaluation/Measurement of Service Outcome</b>
Courier Services		College Mailrooms Admissions Office Business Office	Prepare for receipt of incoming mail; prepare outgoing mail for pick-up on schedule Prepare for daily acceptance of IT printouts Prepare for acceptance of Financial Aid, Payroll, Accounts Payable Warrants	Deliver internal mail on schedule daily Delivery of IT printouts Delivery of Financial Aid, Payroll, Accounts Payable Warrants	Mail is delivered reliably, timely and accurately Printouts are delivered same day Items are delivered same day
Reprographics		Presidents, VPs, public	Submit items accurately and timely for Board agendas	Printing of Board agenda packets	Agendas are reproduced accurately and in time for distribution before meetings

## District Office Service Outcomes

**Division: Facilities Planning and Development**

**Unit: Facilities**

**Manager: Larry Eisenberg**

### Roles & Responsibilities

The Division of Facilities Planning and Development is responsible for long-term planning, management, and oversight of capital improvement and bond projects and for working collaboratively with college administrators to identify creative, cost-effective solutions to facilities challenges.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Capital Outlay Program	III. B. 1 a & b III. B. 2 a & b	State Chancellor's Office Presidents College VP's General College Admin Staff Bond Program Management Team CPM's Consultants DO Senior Staff Finance Office Controller's Office	Identify Projects Have a basic understanding of the State Guidelines for submission of documentation to the State Draft Initial Project Proposals and Final Project Proposals Draft 5YR Capital Outlay Plan and request budget transfers Notify District of Change to Projects Manage Projects and Notify District on Status of Projects Maintain Schedules and inform District of Changes Follow State Guidelines for submission of documentation to the State Comply with State Chancellor's Deadlines	Provide compliance information to Colleges Single point of contact between the College and the State Chancellor's Office Submit 5YR Capital Outlay Plan, IPPS/FPPs, and other documentation to the State on behalf of the Colleges Provide guidance and support services to the Colleges Review the State submissions for compliance Respond timely to requests for information from Colleges Assist Controller's Office and Colleges in claiming funds from the State Monitor and track progress of multi-funded projects	Timely start and completion of projects Fewer or no re-appropriation of funds No project funding returned to the State Chancellor's Office No scope changes Obtain 10% of the State Chancellor's Office funding allocation College satisfaction with information and assistance provided from District

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
			Respond timely to requests from the District  Submit claiming document to the District in a timely manner		
Scheduled Maintenance	III. B. 1 a & b  III. B. 2 a & b	State Chancellor's Office  Presidents  College VP's  General College Admin Staff  Bond Program Management Team  CPM's  Consultants  Finance Office  Controller's Office	Identify Projects  Have a basic understanding of the Scheduled Maintenance Guidelines for submission of documentation to the State  Draft Project Funding Proposals for Scheduled Maintenance Projects  Draft 5 YR Scheduled Maintenance Plan  Start and Finish projects in timely manner  Notify District of changes in Scheduled Maintenance Plan  Respond timely to requests from the District  Submit claiming document to the District in a timely manner	Provide compliance information to the Colleges  Provide guidance and support services to the Colleges  Single point of contact between the College and the State Chancellor's Office  Submit 5YR Scheduled Maintenance Plan, Project Funding Proposals, and other documentation to the State Chancellor's Office on behalf of the Colleges  Assist Colleges in claiming funds from the State  Respond timely to requests for information from Colleges  Input 5YR Scheduled Maintenance Plan in Fusion  Input new projects or changes to budget in fusion	Timely start and completion of projects  No project funding returned to the State Chancellor's Office  Obtain 10% of block grant allocation  College satisfaction with information and assistance provided from District
FTA Program	III. B. 1 a & b  III. D. 2 e & f	MTA  Presidents  College VP's  General	Identify Projects  Have a basic understanding of FTA project guidelines  Manage Projects and Notify District on Status of Projects	Provide compliance information to Colleges  Single point of contact between the College and the MTA  Provide guidance and support	Timely start and completion of projects  No project funds returned to the FTA

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		College Admin Staff Bond Program Management Team CPM's Consultants Surrounding Community	Submit Quarterly Report information required by FTA to the District Maintain Schedules and inform District of Changes Follow Federal Guidelines for submission of documentation to the MTA Comply with MTA Deadlines Respond timely to requests from the District Submit claiming document to the District in a timely manner	services to the Colleges Review the MTA submissions for compliance Submit Quarterly Report and other documentation to the State on behalf of the College Respond timely to requests for information from Colleges Assist Colleges in claiming funds from the FTA	College satisfaction with information and assistance provided from District
Space Inventory	III. B. 1 a & b III. B. 2 a & b	State Chancellor's Office Presidents College VP's General College Admin Staff Bond Program Management Team CPM's Consultants	Annually check space inventory to insure accuracy Notify District of changes to space inventory	Update Colleges space inventory in fusion Meet State deadlines for updating space inventory in fusion and submission of documents Provide information to Colleges regarding updating space inventory in compliance with State deadlines Provide assistance and support to Colleges regarding space inventory problems or questions	Accurate space inventory in fusion No problems result when FPP scoring is issued Increase in number of FPP approvals

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
FEMA/Storm water	III. B. 1 a & b III. D. 2 e & f	FEMA Presidents College VP's General College Admin Staff Bond Program Management Team CPM's Consultants	Identify Projects Have a basic understand of the FEMA Guidelines Manage Projects and Notify District on Status of Projects Maintain Schedules and inform District of Changes Follow FEMA Guidelines for submission of documentation to the State Comply with FEMA Deadlines Respond timely to requests from the District Submit claiming document to the District in a timely manner	Provide compliance information to Colleges Single point of contact between the College and FEMA Provide guidance and support services to the Colleges Review the FEMA submissions for compliance Respond timely to requests for information from Colleges Assist Colleges in claiming funds from the FEMA	Timely start and completion of projects  No project funds returned to the FEMA  College satisfaction with information and assistance provided from District
Special Grant Funding Programs/Incentive Programs	III. B. 1 a & b III B. 2 a & b III. D 2 e & f	Program Administrators Presidents College VP's General College Admin Staff Bond Program Management Team CPM's Consultants	Identify Projects Have a basic understand of the FEMA Guidelines Manage Projects and Notify District on Status of Projects Maintain Schedules and inform District of Changes Follow FEMA Guidelines for submission of documentation to the State Comply with FEMA Deadlines Respond timely to requests from	Provide compliance information to Colleges Single point of contact between the College and Program Provide guidance and support services to the Colleges Review the Program submissions for compliance Respond timely to requests for information from Colleges Assist Colleges in claiming funds from the Program	Timely start and completion of projects  No project funds returned to the program  College satisfaction with information and assistance provided from District

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
			the District  Submit claiming document to the District in a timely manner		

**Division: Facilities Planning and Development**

**Unit: Bond Programs**

**Manager: Larry Eisenberg**

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Program Management	III. B. 1 a & b  III. B. 2 a & b	Board of Trustees  District Senior Staff  District Admin Staff  Presidents  College Admin Staff  Program Management Team  CPM's  Contractors  Auditors  DCOC  BSC	Manage Bond Program Responsibilities Through Shared Governance  Provide oversight for CPM's  Initiate and Prioritize projects  Determine Project Scope and Necessary reductions  Make Presentations to Public and Board of Trustees as appropriate  CPM Develops schedule in concert with college  Track and Monitor Project Budgets	Provide Oversight for CPM's and Program Management team  Facilitate Policy Development, review, and update  Review and Approve BOT Agenda  Staff BOT committees  Schedule and Execute Board and Board Committee Presentations	Effective Information Transfer  Satisfactory Audit Outcomes  Solid program performance consistent with laws and Board rules  Consistent understanding of program goals and objectives by stakeholders  Projects Completed within Budget

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Pre-Construction Services	III. B. 1 a & b III. B. 2 a & b	Board of Trustees  District Senior Staff  District Admin Staff  Presidents  College Admin Staff  Program Management Team  CPM's A/E's  DSA  Outside Agencies  State Chancellor's Office	Shared Governance Project Development, Prioritization, Participation and Execution  Monitor, Review and Approve Design  CPM Oversight of Design Process  CPM Cooperates with program Management Team on Bid Package preparation  Identify Procurement Needs  Effective Cost Estimating  Budget Understanding and Control	Facilitate Policy Development, review, and update  Participate in Cooperative Streamlining Efforts Focusing on Process and Policy Issues  Technical Support  Provide Advice / Assistance / Support	Effective Drawing Preparation  Good Design Outcomes  Timely Drawing Completion  Timely Stamp Out of Drawings by DSA  Projects Bidding Within Budget  Economic procurement Concepts Established
Construction Services	III. B. 1 a & b III. B. 2 a & b	Board of Trustees  District Senior Staff  District Admin Staff	Assist with Outreach Initiatives  Monitor and Oversee Construction Activity Oversee Safety Program  Support Inspection Process  Identify / Verify Field Conditions	Facilitate Policy Development, review, and update  Participate in Cooperative Streamlining Efforts Focusing on Process and Policy Issues  Technical Support	Cost Effective Construction  Timely Completed Construction  Effective Safety Record  Projects Completed within budget

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		Presidents College Admin Staff Program Management Team CPM's Contractors DSA A/E Team Outside Agencies	Provide Communication / Interaction with the College Community	Provide Construction oversight Change Order Oversight	
Finance and Contracts	III.D. 2 c & f	Board of Trustees District Senior Staff District Admin Staff Presidents College Admin Staff Program Management Team CPM's	CPM Initiates Proposed Board Agenda and Contract Request CPM process Board, Contract, and Invoice Items Review Invoices and Contracts Regular Financial Reporting by CPM Budget Setting and Baseline Identification	Program Management Team develops and negotiates contracts Authorize Payment Inspector review and approval of invoices Develop District wide programs such as OCIP, procurement, Value engineering, etc. Budget Oversight	Timely Payment Legal Compliance Successful Audits Effective Cost/Benefit

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		Contractors Consultants Auditors			
Public Relations	III. B. 1 a & b III. B. 2 a & b	Board of Trustees District Senior Staff District Admin Staff Presidents College Admin Staff Program Management Team CPM's Contractors Taxpayers Media Other Agencies Consultants	Identify PR Opportunities Develop content for Press Releases Host Recognition Events Administer College Website Handle Emergency Situations	Identify PR Opportunities Develop content for Press Releases in coordination with Colleges Handle Bond Program Website Interface with press and periodical Identify public outreach opportunities Establish Recognition Event Protocol Monthly newsletter	Active Information Base for Stakeholders Adequate program Press Coverage Knowledgeable Stakeholders Positive Accurate Press Coverage
Outreach	III. B. 1 a & b III. B. 2 a & b	Same as above	Assist with Outreach Opportunities to Local, Small and Emerging Businesses	Identify Outreach Opportunities Develop content for Outreach Opportunities	Active Information Base for Stakeholders Adequate Outreach Coverage

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
			<p>Outreach to larger firms on major bid opportunities</p> <p>Help Develop content for Outreach Opportunities</p> <p>Host Outreach Events</p> <p>Update College Website to support outreach program</p>	<p>Update / Tune Bond Program Website for outreach needs</p> <p>Conduct outreach sessions</p> <p>Partner with other agencies to assist with outreach needs</p>	<p>Knowledgeable Stakeholders</p> <p>Program Local, Small and Emerging Business Goals Met</p>

**Division: Facilities Planning and Development**

**Unit: Real Estate Program**

**Manager: Larry Eisenberg**

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
EIR / Master Plan	<p>III. B. 1 a &amp; b</p> <p>III. B. 2 a &amp; b</p>	<p>Board of Trustees</p> <p>District Senior Staff</p> <p>District Admin Staff</p> <p>Presidents</p> <p>College Admin Staff</p> <p>Program Management Team</p> <p>CPM's</p> <p>Consultants</p>	<p>Engage EIR Planner</p> <p>Conduct Shared Governance Review and Recommendation Process</p> <p>Assess Needs and Opportunities</p> <p>Manage Public Input Process</p>	<p>Facilitate Policy Development, review, and update</p> <p>Provide Technical Support</p> <p>Schedule Board and Board Committee Presentations</p> <p>Coordinate with OGC</p>	<p>BOT Approval / Certification</p> <p>Community Support</p> <p>No Legal Challenge</p> <p>Maintain On-Going Compliance with CEQA requirements</p>

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		Surrounding Community Outside Agencies State Chancellor's Office			
Leasing /Joint Occupancy	III. B. 1 a & b III. B. 2 a & b III. D. 2 e & f	Board of Trustees District Senior Staff District Admin Staff Presidents College Admin Staff Program Management Team CPM's Leasee's	Identify Need/ Opportunity Establish Business Expectation Obtain Shared Governance Support	Facilitate Policy Development, review, and update Provide Technical Support Handle Negotiation Conduct Due Diligence Review Administer RFP Process Develop BOT Agendas Coordinate with OGC	Successful Completion Satisfied Users Board Approved Leases
Purchase / Sale	III. B. 1 a & b III. B. 2 a & b III. D. 2 e & f	Board of Trustees District Senior Staff District Admin Staff	Identify Need/ Opportunity Establish Business Expectation Obtain Shared Governance Support Identify Fund Source	Facilitate Policy Development, review, and update Technical Support Handle Negotiations	Property Acquired for Reasonable price Property Sold for Reasonable price Real Estate Needs met

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		Presidents College Admin Staff Program Management Team CPM's, Property Owners Consultants Surrounding Community Outside Agencies	CPM Contracts for due diligence reviews	Conduct Due Diligence Review Administer Purchase and Sale process Execute Eminent Domain Steps if required Coordinate with OGC	
Easements / Agency Agreements	III. B. 1 a & b III. B. 2 a & b III. D. 2 e & f	Same as above	Identify Need/ Opportunity Establish Business Expectation Obtain Shared Governance Support Identify Fund Source, If necessary CPM Contracts for consultant help, when necessary	Facilitate Policy Development, review, and update Technical Support Handle Negotiations Conduct Due Diligence Review Administer Contract / Agreement process Coordinate with OGC	Right of Way Acquired for Reasonable price Right of way Sold for Reasonable price Real Estate Needs met

## District Office Service Outcomes

**Division: Personnel Commission**

**Manager: Karen Martin**

### Roles & Responsibilities

The Personnel Commission is responsible for establishing and maintaining a comprehensive classification system applicable to non-academic “classified” employees. The Commission serves the colleges and the District Office by describing needed job classifications, defining functions and duties performed by positions within each classification, identifying the knowledge, skills, and abilities incumbents must possess to be eligible to hold a position in classification, and specifying the salary range assigned to each classification.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Recruitment and Selection	III. A. 1 a  III. A. 2	Job Applicants  Current Employees  Supervisors  Managers  Administrators	Assist in recruitment of qualified candidates  Serve as technical experts in examination material development and review  Serve as raters in the examination process  Provide feedback regarding process and eligibles	Receive and prioritize examination requests  Research and recommend field of competition  Conduct job audits with sample of incumbents and supervisors to determine exam content  Develop recruitment and examination plan  Write and distribute job bulletins  Write and place advertisements  Create examinations; rating sheets and supplemental applications  Respond to inquires seeking employment information  Screen applications to assure applicants meet the District's minimum qualifications	Quality of eligibles  Timeliness of processing  Sufficient eligibles to meet hiring authority needs  Compliance with legal requirements  Compliance with professional standards

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
				<p>Research and make disposition on applications indicating dismissals, dishonorable discharges or other questionable circumstances</p> <p>Research and make disposition on applicants seeking accommodation under ADA provisions</p> <p>Make logistical arrangements and administer testing</p> <p>Send notifications and communications to applicants regarding their status</p> <p>Score examination results /set passing points</p> <p>Evaluate examination results i.e. adverse impact, item analysis, distribution of scores</p> <p>Implement and maintain a computerized applicant tracking system, statistical analysis system, certification system and test management system</p> <p>Answer appeals from applicants</p>	
Job Classification	III. A. 3 a & b	<p>Employees</p> <p>Supervisors</p> <p>Managers</p> <p>Administrators</p> <p>Unions</p>	<p>Assign duties and responsibilities to positions</p> <p>Identify need for new job classifications</p> <p>Identify positions in need of reclassification</p>	<p>Develop and maintain a job classification structure for the Classified Service</p> <p>Conduct job audits at the request of employees, administration, collective bargaining unit representatives and the Personnel Commission</p>	<p>Timeliness of processing</p> <p>Comprehensiveness of job classification plan</p> <p>Fair and equitable application of classification standards</p>

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
				<p>Recommend the classification and re-classification of positions to the Personnel Commission and Board of Trustees</p> <p>Write job specifications including the determination of minimum job qualifications</p> <p>Conduct research/surveys of prevailing practices in the job market regarding job classifications</p> <p>Analyze data and make recommendations on all job classification matters</p> <p>Provide counsel and advise to administration, both college and District, regarding matters related to job classification</p>	<p>Compliance with legal requirements</p> <p>Compliance with professional standards</p> <p>Acknowledgement of quality of the plan and application by employees, administration and unions</p> <p>Consistency with best employment practices</p>
Wage and Salary Administration	III. A. 3 a & b	<p>Current Employees</p> <p>Supervisors</p> <p>Managers</p> <p>Administrators</p>	Identify and request study of compensation issues	<p>Conduct and respond to wage and salary surveys regarding wages, fringe benefits, and other terms and conditions of employment</p> <p>Analyze data using a variety of statistical techniques</p> <p>Recommend appropriate salaries and salary relationships among classes to the Personnel Commission and Board of Trustees</p>	<p>Quality recruitment and retention results</p> <p>Timeliness of processing</p> <p>Consistency of plan application throughout the District</p> <p>Fair and equitable application of compensation standards</p> <p>Compliance with legal requirements</p> <p>Compliance with professional standards</p> <p>Acknowledgement of quality of the</p>

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
					<p>plan and application by employees, administration and unions</p> <p>Consistency with best employment practices</p>
Rules and Policy Development	III. A. 3 a & b	<p>Current Employees</p> <p>Supervisors</p> <p>Managers</p> <p>Administrators</p>	Identify need for new and improved provisions of rules	<p>Conduct studies and surveys on a wide variety of employment practice issues</p> <p>Write personnel rules and policies related to a wide variety of issues in the Classified Services such as appointments, promotions, demotions, transfers, dismissals, layoffs, reemployment, vacations, compensation within classification, salary step placement, etc.</p> <p>Interpret and advise on the application of District and Personnel Commission rules/policies</p>	<p>Consistency with best employment practices</p> <p>Compliance with legal requirements</p> <p>Acknowledgement by employees, administration and unions of quality, workable results and inclusive development process</p> <p>Consistency of application throughout the District</p>
Assignment Auditing	III. A. 1 a & b III A. 3 a & b	<p>Current Employees</p> <p>Supervisors</p> <p>Managers</p> <p>Administrators</p>	<p>Complete documentation of selection process</p> <p>Respond to inquires regarding selection process</p>	<p>Audit all assignments processed for employees in the Classified Service Certify names from eligibility lists to Classified positions</p> <p>Canvass eligibility lists to determine current availability of applicants</p> <p>Audit the selection process and authorize final employment offers for classified employees</p> <p>Distribute probationary performance evaluations</p> <p>Compile data from assignment</p>	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
				<p>records and histories on a variety of issues and problems</p> <p>Provide assistance to college administration and staff on classified assignment and selection policies, rules, and regulations</p> <p>Answer questions from employees regarding in-service transactions such as leaves, transfers, etc.</p> <p>Approve requests for Professional Expert and Community Representative assignments</p>	
Disciplinary Hearings and Investigations	III. A. 1 b III. A. 4 c	Current Employees Supervisors Managers Administrators	<p>Follow progressive discipline process</p> <p>Provide documentation to support disciplinary action</p> <p>Insure availability of witnesses</p> <p>Present evidence to support disciplinary case in conjunction with Office of Employer-Employee Relations during hearing</p> <p>Implement decision of Personnel Commission</p>	<p>Conduct research and investigations into appeals from disciplinary actions taken by the Board of Trustees, debarment from employment, and alleged violation of Merit System provisions of Ed. Code and other issues within the purview of the Personnel Commission</p> <p>Select hearing officers</p> <p>Make logistical arrangements for hearings before the Personnel Commission</p> <p>Issue subpoenas for appearance of persons and production of records for hearings</p> <p>Distribute and follow up on implementation of Personnel Commission hearing decisions</p>	<p>Fair and impartial hearing of evidence</p> <p>Decisions consistent with evidence</p> <p>Timeliness of process</p>

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Service Representatives	III. A. 3 a III. A. 5 a & b	Current Employees Supervisors Managers Administrators	Release of employees to access Service Representatives  Identification of areas for improved information, communication and understanding	Conduct regular office hours at the colleges to answer questions from employees, supervisors, managers and administrators  Career guidance and counseling Assist in resolving individual employee issues  Conduct new employee welcome visits during probationary period  Conduct workshops on topics related to classified employment practices and policies	Improved availability of reliable information  Improved communication  Employee understanding of processes  Accessibility of Personnel Commission staff to employees
Employer-Employee Relations	III. A. 3 a & b	Employees Supervisors Managers Administrators Collective Bargaining Representatives	Provide requested information in a timely manner  Be prepared with facts and data in advance of discussion  Availability to participate in consultation on a timely basis	Conduct consultations with all collective bargaining representatives on classification and compensation issues and to resolve problems and issues involving classified employees  Provide technical support to the District's negotiating teams related to compensation and employment practices  Respond to requests for data from collective bargaining unit representatives	
Organization and Staffing	III. A. 1 a	District Administration Employees Unions	Provide requested information in a timely manner  Have facts and data available	Conduct special studies to the organization, staffing, and utilization of the classified workforce  Administer both formal and informal reductions in force  Maintain management organization charts	Understanding of process and criteria for decisions  Accurate information for decision making  Better communication

## District Office Service Outcomes

**Division: Human Resources**

**Manager: Deborah Hirsh**

### Roles & Responsibilities

The Division of Human Resources assists the colleges with all aspects of their human resources programs, including the recruitment and hiring of certificated personnel, the hiring of classified staff, the verification of minimum qualifications, the discipline and grievance processes, collective bargaining, employee leaves, and fitness for duty. In addition, division personnel help maintain human resource guides and provide the district and the colleges with staff development and training opportunities.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>Selection/Hiring processes</b>	III. A. 1 a	Colleges  All	Academic-Faculty and Admin. Follow Article III, Section 10301 of Board rule. Incorporate local college hiring procedures.  Classified: follow Personnel Commission rules  Unclassified: follow HR guides	When college submits complete selection packets employees can be cleared in 3-4 days	
<b>Evaluation and assignment</b>	III. A. 1 b	Colleges  All	ACADEMIC: review candidate for MQ's, makes recommendation to DO for final clearance of MQ in discipline  Classified: follow Personnel Commission rules and HR guides, enter accurate assignment info, provide documentation for cls. Rating in	Evaluates for MQ's and if approved begins the rating in process for monthly rate employees.  Audit assignments, process rating-in rate change	Accurate and timely pay
<b>Maintain Employee personnel data-MQ's, transfer, 60%, etc</b>	III. A. 1 a	All	Enter accurate data for new hires	Audit data entered by college and complete salary screen in SAP (IT08), Input degrees and differentials when appropriate	Audit of employee data, assignment, FTE and pay.

<b>Functional Area</b>	<b>Accreditation Standard</b>	<b>Constituents</b>	<b>College Responsibilities</b>	<b>District Office Responsibilities/Service Outcomes</b>	<b>Evaluation/Measurement of Service Outcome</b>
<b>PREP BOT actions --HRD</b>	III. A. 1 b	Chancellor Sr. Mgt. BOT	Work with EMPLOYEES on disciplinary actions, March 15 actions to provide info in a timely way	SAVC prepare documents in conjunction with HR or EER staff	
<b>Collective Bargaining</b>	III. A. III. A. 3 a & b III. A. 4 c	Employees, unions, administration	Read contracts, comply with contracts, supply negotiating team members, identify problem contract language	Consult w/mgmt on contract interpretation and compliance, respond to employee and union inquiries, encourage consistent compliance across District, negotiate new contract language and modifications, print, distribute and store physical contracts	
<b>Disciplinary process</b>	III. A. 3 a & b III. A. 4 c	Administration, employees, unions Colleges	Initial verbal counseling, documented counseling, assemble documentation and facts supporting discipline, determine appropriate penalty, draft U-Notice and charges, coordinate with E/ER, conduct Skelly review, assist with preparation of Board actions, participate in appeal hearings	Consult on early stages of performance issues, assist in drafting of documents, review proposed disciplinary action and substantiation, coach college in assembling complete package, request additional backup as required, coordinate presentation of action to Trustees, put penalty in effect, represent District in appeal hearing, provide training to colleges	
<b>Grievance process</b>	III. A. 3 a & b III. A. 4 c	Administration, employees, unions	Receive steps one through three grievances pursuant to relevant contract, investigate claim, respond appropriately to union, implement corrective action as necessary, participate in arbitrations	Consult with college administration re grievance response, communicate with union as required, coordinate arbitrations, represent District, pursue settlements and compromises, develop District-wide grievance tracking data source, extract useful info from grievance meta-statistics	
<b>Apply special pay changes-differentials, step and column increases, etc.</b>	III. A. 1 a	All employees by bargaining unit	Know requirements and advise of procedures to apply for optional differentials such as education, MOS or bilingual	Follow Board rules, HR guides and CBA to comply with ALL rules.	

<b>Functional Area</b>	<b>Accreditation Standard</b>	<b>Constituents</b>	<b>College Responsibilities</b>	<b>District Office Responsibilities/Service Outcomes</b>	<b>Evaluation/Measurement of Service Outcome</b>
<b>Handle employee leaves— illness, sabbatical, WC, FMLA, fitness for duty</b>	III. A. 1 a III A. 4 c	Administration, employees	Know requirements and advise of procedures, know D.O contacts for add'l info, track and follow up with employees prior to leave extension or return, provide forms  Receive employee requests, validate requests, grant/deny requests, update attendance records, consult with E/ER	Consult with college administration re leave eligibility requirements, review fitness exam requests for appropriateness,  Audit leave requests for accuracy and appropriateness, advise location of issues or problems, track max of illness and industrial leaves	
<b>Fitness for Duty</b>	III. A. 1 a III A. 4 c	All	Understand difference between taking disciplinary action and requesting a fitness exam, provide documentation and make request fitness exam to be scheduled. Keep HR updated on any changes	Arrange for exam with consultant, inform employees and administration of results, consult with location about return to work or placement on leave	
<b>Sabbatical/Study &amp; Training</b>	III. A. 5 a & b	All	Know and advise employees of timeline for submitting request to HR	Review request, distribute to committees, provide necessary forms, advise and answer more technical questions, inform employees and location of approval, track compliance during and following leave	
<b>Retirement</b>	III A. 4 c	All employees	Initiates the separation action	Interface with Retirement Unit to resolve discrepancies	
<b>Job codes</b>	III. A. 1 a III A. 3. a	All and Personnel Commission	Select the correct job code and related characteristics when creating positions	Select job code for new class in conformance with established numbering patterns, create job in SAP with proper characteristics, create new pay scale if needed, maintain table changes for things such as title change, BU change, salary reallocation	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>Human Resource Guides</b>	III. A. 1 a III A. 3. a	Administrators Personnel and Payroll Tech	Follow guides, suggest improvements	Keep up to date and accurate on web site	
<b>Training for SPOCS, others</b>	III. A. 4 a	SPOC's, Super Users, and payroll-personnel staff, Administration Supervisors	Make available staff to participate in DW training for these groups.  Determine training topic needs, contact HR for training, arrange room at college, and communicate to attendees, track attendees.	Work as a team w/ SPOC's to ID problem areas and come up w/ solutions  Respond to college requests deliver informal topics including: performance appraisals, performance mgmt, disciplinary process, etc.	

## District Office Service Outcomes

**Division: Information Technology**

**Manager: Jorge Mata**

### Roles & Responsibilities

The Division of Information Technology supports the colleges by implementing and maintaining financial, human resources, and student/academic administrative information technology applications as well as their underlying technical systems and components. The division works with VP Councils, district-wide technology committees and senior staff to develop IT policies; operates the district data center; acquires, installs, and maintains IT applications and hardware; establishes and monitors the security of district-wide applications, websites and datacommunications; and implements new systems as required.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Develop and implement IT Strategy	III. C. 1 a III. C. 2	Chancellor  District Division Executives  Presidents Cabinet  VP Councils  District Technology Committee	Develop and maintain college IT plans  Participate in IT strategy working groups  Insure that college IT plans are consistent with overall District strategy  Provide oversight to portfolio of IT projects that result from IT strategy	Develop IT strategy for District-wide applications and IT architecture  Track developments in information technology and incorporate applicable technologies into IT strategy  Manage portfolio of projects resulting from IT strategy	Ongoing improvement of business operations and service to students through strategic implementation of information technology.
Specify and implement IT Architecture	III. C. 1 a III. C. 2	VP Councils  District Technology Committee	Participate in technology standards committees  Ensure adherence to established District technology standards	Publish and promulgate IT standards as developed through DTC committee process.	An efficient and secure IT architecture that delivers IT services to students, faculty and staff.
Maintain, modify enhance legacy systems	III. C. 1 a	All end users  VP Councils  College function	Identify changes required  Specify and sign off on business requirements  Participate in functional and	Architect solution to requirement  Implement solution and unit test  Write technical and end-user documentation.	Timely implementation and release of requested functionality.

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		subcommittees (A&R Comm. Etc.)  DO Departments	acceptance testing  Write any business policies and procedures required	Provide initial training on system changes.	
Report data to external entities (MIS reporting, etc.)	III. C. 1 a & d	College and DO departments with reporting responsibilities  Researchers	Input data  Review and verify reports prior to submission to agencies  Notify Infotech of changes in reporting requirements	Maintain compliance with reporting formats  Extract data and submit to responsible reporting units at colleges for verification of correctness	Timely and correct submission of required external reports
Maintain, modify, enhance district web site	III. C. 1 c  III. C. 2	All District employees  DO departments  Prospective employees  General public  Prospective Students  Prospective vendors  College webmaster	Provide input on desired content and features  Verify that content requested is correct and accessible.  College webmasters see that links between sites are maintained.  Ensure that web content is current and accurate	Maintain structure, continuity and availability of site  Ensure usability of site.  Set up and maintain protections against intrusion and illicit use of site.  Provide guidance to colleges and departments on advances in web technologies to enhance mission.	Timely response to requests for content changes and upgrades
Develop and maintain data interfaces  - cccAPPLY - Library	III. C. 1 c  III. C. 2	A&R, other college departments	Participate in standards and requirements gathering  Participate in test and sign-off of systems.	Develop and implement interfaces  Insure connectivity with 3 <sup>rd</sup> parties  Maintain integrity of data	Smooth-functioning interfaces

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
system - eTUDES, etc.			Administer functional components of process		
Participate in State Chancellor's Office Technology initiatives	III. C. 1 a III. C. 2	College departments  DO departments	Participate in task forces  As task forces become pilot projects, participate in project teams	Participate in standards initiatives  When in interest of District, take leadership in pilot projects.	Early adoption of state-sponsored technologies
Identify opportunities for organization improvement using IT	III. C. 1 a II. C. 2	All college and DO departments  Students  Employees	Put forward suggestions for new technology adaptation.  Take part in piloting of new technologies.  Identify and enunciate student expectations of the District's technology capabilities	Evaluate new technology for applicability to District needs  Identify potential new technologies and promote to colleges and students	District offers new capabilities to constituents in a controlled and cost-effective fashion.
Manage IT Projects	III. C. 1 a	Chancellor  District Division Executives  Presidents Cabinet  VP Councils  District Technology Committee	Participate on steering committee as needed.  Act as a champion for the project  Assist in change control decisions as needed.  Ensure project team is staffed with subject matter experts from respective sections as needed.	Overall project Management (Scope, Schedule, Budget)  Adherence to IT Live Cycle Implementations and standards  IT expertise to staff the project  Technical infrastructure is established to support the implementation  Preparation for on going maintenance (staff, skill set, documentation etc)	Project is delivered within Scope, Schedule and Budget  System integrity is maintained  Meets Audit requirements  Business requirements are satisfied  On going maintenance
Acquire, Implement, and Maintain application software	III. C. 1 a & c	Chancellor  District Division Executives	Assist in support strategy  Provide Subject Matter Experts as needed  Define Business need	Ensure adherence to IT standard are followed and maintained  Move toward IT industry standards and stay current	Software can be maintained and positioned for upgrade  Maintain software within Vendor warranty guidelines

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		Presidents Cabinet VP Councils District Technology Committee		Maintain and upgrade IT skills set as needed to maintain software and systems	Maintain software to technology standards
Business Process Forms & Reports Production and Distribution	III. C. 1 a	A&R Offices Payroll HR General Accounting Financial Aid Faculty	Distribute products from mail room to end recipients Report errors/request reruns Request ad hoc reports Define requirements for new production reports	Timely production of reports Manage DW budget for forms and printing Monitor forms/reports distribution. Manage supply of paper forms and associated printer supplies in large volumes	Forms and reports appear in college mail rooms as per schedule. Budgets for forms and printing are accurately forecast and managed through fiscal year. Forms and printer supplies are maintained in adequate stocks
Systems Monitoring	III. C. 1 a	All users of District-wide administrative systems (SAP and SIS)	Report anomalies such as down systems or slow response time.	Monitor systems for signs that system anomalies may occur. Identify situations for intervention to prevent system anomalies (system usage, bottlenecks, etc.) Take corrective action as necessary or escalate problem to system engineers or maintenance contract vendors. Monitor batch production runs.	High scheduled availability of all administrative systems. Rapid correction of system anomalies,
Coordination of IT Standards	III. C. 1 a	District Technology Committee IT End Users	Suggest opportunities for IT standardization. Participate in standards committees	Provide organizational structure and guidance to standards committees to help them reach agreement on standards.	Decrease in DW and college IT costs through standardization and DW procurement. Increased effectiveness and

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
			Once standards are established, ensure standards are enforced at colleges.	For standards on procurement, act as clearing house for DW contracts and do college allocations.  Publish and promulgate agreed-upon standards.	performance of IT systems.
Production Systems Maintenance	III. C. 1 a	All administrative system end-users	Ensure adherence to District IT policy (E-76) regarding system security.	Insure systems are backed up according to schedule and policy.  Execute batch production jobs to ensure adequate system performance.  Set up batch production runs.	Batch production runs conducted according to schedule.  Batch runs complete in timely fashion.  Batch runs set up without error.
Maintenance and Support (M&S) of DW IT Architecture	III. C. 1 a	All District users of administration systems  District Technology Committee  Infotech SAP and SIS teams	DTC to take part in standards committees  DTC to ensure that local college IT Architecture is consistent with DW IT Architecture	To ensure that admin systems and WAN are highly available on agreed-upon schedule.  Ensure system response times are adequate to end users.	Downtime limited to scheduled maintenance.  Response times adequate so that business processes are not impeded.
M&S of DW Databases	III. C. 1 a	All admin systems users  Students  Infotech SAP and SIS teams	Report potential data corruption.	Maintain performance and integrity of Admin Systems databases.  Ensure adequate performance and structure of database engines (Rdb, Oracle, SQL Server).	All production databases are available as agreed-upon  Database performance does not impede business processes.  Data are not corrupted.
M&S of DW Data Communications	III. C. 1 a	All admin system users  DTC	Ensure college routers are configured to DW standards  Ensure that college routers are highly available.	Maintain relationship with vendor of WAN leased T-1 lines.  Monitor WAN performance and intervene when necessary.	High availability and performance WAN.  Continue excellent working relationship with DTC on maintaining and improving

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			Take part in DW Data Comm standards committees.	Maintain DW routers and firewalls.  Consult with and advise college IT staff on WAN issues.  Compile and promulgate standards developed by standards committees.	District data communications capabilities.
DW IT Security - Data Comm - Admin Systems - User authorizations	III. C. 1 a	DTC  Infotech SAP and SIS teams  DO Department Heads  All admin users	Ensure compliance with DW Security standards (E-76)  Actively participate in DW security standards committees  Administer security at college LAN level.  Request authorizations in admin systems.  Monitor attempted security breaches in college LAN  Participate in authorizations standards discussions.  Installation and maintenance of antivirus software,	Configure and maintain security settings of WAN  Monitor WAN and admin systems for attempted security breaches.  Configure and release admin system authorizations in compliance with policy.  Participate in authorizations standards discussions (to be led by department heads).  Management of DW contracts for security enhancement.  Work with departments to maintain accuracy in authorized users.	No unauthorized intrusion through DW WAN firewall.  Authorizations issues are consistent with established policy.
Acquisition & Installation of DW IT Architecture - New systems - Upgrades	III. C. 1 a & c	Infotech SAP and SIS teams  All admin system users  DTC	Advise Infotech on suggestions for improvements in system features and performance.  DTC to work with Infotech to configure college workstations to accommodate new systems.	Correctly install, configure and test new hardware and software.  Advise SAP/SIS teams on opportunities for systems enhancements.  Act as project manager on major system installations and upgrades.	Installations and upgrades are timely and do not introduce new errors.
Implement New Features of Applications	III. C. 1 a & c	All end users  DO	Provide business requirements  Test new features	Provide project management  Implement features	Timely and cost-effective implementation of new functionality.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
(SAP, Protocol, etc.)		departments	Sign off for move into production	Inform customers of potential for new features to solve business problems.  Provide testing framework	High quality of implemented features.
Maintain / Repair Apps (issues log)	III. C. 1 a & c	All end users  DO departments	Report issues and problems.  Participate in analysis and troubleshooting.  Set priorities.  Test repairs  Sign off for move into production	Analyze and troubleshoot  Configure/program fixes.  Conduct initial test of solution  Document fix.  Maintain accuracy of issues log  Obtain end user sign off	Timely and cost-effective resolution of issues  End users informed of repairs and properly prepared to use system as repaired.
Train End Users	III. C. 1 b	All end users  DO departments	Articulate training requirements  Identify end users needing training  ATTEND CLASSES !!!  Provide feedback on efficacy of training	Prepare training materials  Conduct training  Assess feedback  Maintain training systems and associated master data  Identify training needs that end users may not articulate	End users become effective users of system.  End users are adequately trained before new features or modules introduced.
Provide Help Desk Support	III. C. 1 b	All end users  DO departments	Report problems in timely manner.  Ensure that all end users know about and can access the help desk.  Provide accurate and sufficient information about the nature of the problem	Staff the Help Desk  Inform users of status and ultimate resolution.  Maintain Help Desk log.  Escalate issues appropriately	Identify patterns of end user requests in order to improve system.  Satisfied end users  Rapid response to end users

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Monitor Systems Usage and Performance	III. C. 1 a	All end users  DO departments	Report any system anomalies or performance problems.	Identify potential problems and intercede as appropriate  Analyze patters of system performance and develop fixes and strategies for improvement	Improved system performance and reliability.
Manage upgrades and patches	III. C. 1 a & c	All end users  DO departments	Report issues and problems.  Set priorities.  Provide testing support and resources  Sign off for move into production for functional updates in a timely manner	Project Management (Scope, Schedule, Budget)  Analyze and troubleshoot  Lead testing methodology and insure proper testing methods are followed and completed  Document changes  Obtain end user sign off	Timely implementation with minimized end user impact  Cost-effective implementation of upgrade and or patch application  System is maintained within proper version level and remains within vendor software warranty guidelines  LACCD is properly positioned from a system perspective to meet new and changing business requirements
Manage implementation of new modules	III. C. 1 a & c	All end users  DO departments	Participate in requirement gathering.  Participate and provide support for testing.  Provide functional subject matter experts as needed.  Sign off for move into production	Overall Project Management (Scope, Schedule, Budget)  Technical expertise and adherence to project management and system standards  Sign off for technical updates  Overall staffing responsibility  Enterprise Resource Planning Integration expertise across modules to insure all applications work together	New modules implemented within approved Scope, Schedule and Budget.  New functionality added to support end user and back office needs.  System standards and integrity maintained.
Business process improvement	III. C. 2	All end users  DO	Identify improvements  Provide requirements	Overall Project Management (Scope, Schedule, Budget)	New and changed business processes are enabled and supported within approved

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		departments	<p>Assist in documentation of requirements</p> <p>Assist in testing improvements</p> <p>Provide approval for move to production</p>	<p>Gather requirement, and design, develop, test and implement</p> <p>Document new procedures</p> <p>Train end users and internal staff</p> <p>Staff with Technical expertise and maintain integrity of system by following IT protocols and procedures.</p> <p>Sign off for technical updates</p>	<p>project schedule.</p> <p>System standards and integrity maintained.</p>
Document systems and business processes	III. C. 1 a & c	All end users DO departments	<p>Assist with development of end user documentation around business processes</p> <p>Provide updates and changes to already developed documentation on a go forward basis</p>	<p>Maintain and update system documents including associated business processes.</p> <p>Overall responsibility for maintaining system and associated documentation including security access matrix, system configuration and program documents</p> <p>Training documentation (i.e. How to)</p>	<p>On going updates to system documentation</p> <p>System documentation is kept current</p> <p>End user training documentation is kept current</p> <p>Meets audit requirements</p>

## District Office Service Outcomes

**Division: Instruction and Student Services**

**Manager: John Clerx**

### Roles & Responsibilities

The Division of Instruction and Student Services enhances student success and student learning by providing college leaders with the information, assistance and guidance necessary to achieve their institution’s educational mission and goals and adapt to a continually changing environment. More specifically, the division assures that college educational and student services programs comply with all appropriate statutes and regulations; coordinates the curriculum, financial aid, and other essential educational and student services processes; provides colleges with information regarding FTES accounting and enrollment management; facilitates the exchange of best practices among instructional and student services units, maintains positive relations with external stakeholders, and supports the development of expertise through training and technical assistance.

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<b>Student Services Support</b>	II. B. 1 & 2	V.P.s of Student Services  Student Services Program Managers (e.g. DSPS, EOP&S, Matric. Coordinators)	Deliver student services  Manage programs (budget and reporting)  Identify policy, systems and procedural needs	Facilitate policy development, review and update  Coordinate policy consultation. Interpret, clarify, and articulate Federal, State, and local policies  Provide advice to Student Services Vice Presidents and program managers  Systems and procedures development  Technical support and training	Recency and appropriateness of policies Board Rules and Administrative Regulations  Length of policy consultation Satisfaction of constituency groups with process  Timeliness of responses  Satisfaction of “customers” with advice provided  Frequency and impact of system and procedures enhancement  Satisfaction of clients with training materials and presentations

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>Curriculum Support</b>	II. A. 1 II A. 3-8	V.P.s of Academic Affairs  DAS Deans  District Curriculum Committee	College level course and program development, approval and revision  Develop and implement program and viability review procedures  Curriculum delivery	Maintain course database Input data  Maintain data integrity & Resolve data anomalies  Interpret, clarify, and articulate Federal, State, and local policies  Course and program technical review  Facilitate and monitor timely course and program approval at District and State level  Provide electronic communication on course and program approval	Timeliness of data input & correction  Timeliness of communication & responses  Satisfaction of “customers” with advice & information provided  Thoroughness of technical review  Timeliness of review process  District Office turn-around time on curriculum proposal
<b>Faculty Liaison</b>	II. A. 1 II. A. 3-7	DAS DCC EPAC	College level shared governance and policy consultation	Facilitate policy development, review and update  Coordinate policy consultation  Interpret, clarify, and articulate Federal, State, and local policies  Provide District Office Administrative liaison to DAS and DAS Committees (Curriculum, Educational Policies)	Length of policy consultation  Satisfaction of constituency groups with process  Timeliness of responses

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>Community &amp; Business Relations</b>	II. A 1 a & b II. A 2 b & f II. A 5 II. A 6 c	K-12 partners  WIBs & Youth Councils (City and County)  County Agencies	Develop college-specific community and business relationships  Develop responses to community and business needs	Participate in development of systemic responses to regional challenges and promote collaboration between various public and private entities  Represent District in discussions of strategic regional initiatives  Serve and various regional policy boards (e.g., WIBs and WIB Youth Councils)  Connect colleges to strategic educational and training initiatives  Develop and incubate new partnerships	LACCD participation in the development and implementation of strategies responding to regional challenges  Recognition by strategic partners of the role played by the LACCD  Number of existing personal and agency relationships  LACCD participation in the development and implementation of strategies responding to regional challenges  Number and scope of partnerships created and passed on to colleges
<b>Student Leadership</b>	II B. 1 II B. 3 a & b	Student Trustee  Student Affairs Committee  ASO Advisors	Conduct college ASO business in keeping with district policy and procedures and the Brown Act	Provide guidance and counsel to the Student Trustee  Provide District Office liaison to Student Affairs Committee	Satisfaction of student leaders with advice and guidance provided  Consistency and continuity of student (SAC) input in the development of policies having a significant impact on students
<b>Student Discipline</b>	II. B. 3 a & b	V.P.s of Student Services or designees for student discipline	Conduct student disciplinary procedures in accordance with Board policy.	Facilitate District student discipline policy development, review and update and coordinate policy consultation  Advise college administrators on discipline procedures and student due process rights  Consult with Chancellor on college recommendations for expulsion.	Timeliness of processing of college discipline recommendations  Satisfaction of CSSOs (or designees) with policies, procedures and advice provided.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
				<p>Coordinate Board level student discipline</p> <p>Staff development and training on student discipline</p>	

**Division: Instruction & Student Services**

**Unit: Attendance Accounting**

**Manager: Cathy Iyemura**

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Information Reporting and Planning Support	<p>II. A. 1 a</p> <p>II B. 1</p> <p>II. B. 3 a</p> <p>III. D. 1 a &amp; b</p> <p>III. D. 2 b &amp; g</p>	<p>CCCCO</p> <p>District leadership</p> <p>Academic Affairs VPs</p> <p>Budget Office</p> <p>College Researchers &amp; Planners</p> <p>ad hoc work groups</p>	<p>Share information and coordinate in college planning, provide realistic information</p>	<p>Prepare and submit Apportionment Attendance reports</p> <p>Work with colleges to develop FTES projections</p> <p>Assist in development of FTES targets, provide district context for FTES goals, relate measures to funding</p> <p>Provide uniform, districtwide reporting and definitions</p>	<p>Timely state reporting</p> <p>Useful reports at the ready</p> <p>Ability to respond to complex requests</p>
Information System Support	<p>I. B.</p> <p>II. A. &amp; B.</p>	<p>Info Tech, Schedulers</p> <p>A&amp;R</p> <p>College Researchers &amp; Planners</p>	<p>Input correct and complete information</p>	<p>Validate course, section and student data integrity</p> <p>Create and maintain historical data files (separate from DEC)</p> <p>Participate in system conversions (Protocol, SAP/HR, student id)</p>	<p>Minimize errors and delays (current imperative)</p>

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
				Diagnose and correct system problems	
Technical Support	I. B. II. A. & B.	ISSSD College Researchers and Planners Schedulers		Develop and automate processes and tools for office, division, and district  Provide training  Diagnose and correct system problems Maintain expertise level	Ability to provide service or product as requested
Compliance and Policy Support	I. B. II. A. & B.	Academic Affairs VPs A&R Info Tech Budget Office State agencies Auditors	Conduct business in accordance with regulations	Compliance issue evaluation and support  Assist in policy interpretation and implementation  Audit liaison	

**Division: Instruction & Student Services**

**Unit: Workforce Development**

**Manager: Diane McBride**

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>VTEA 1C</b>	II. A. 1 a & b II A. 5 III. D. 2 a, b, d, f	College Deans of Career and Technical Education  State Systems Office CTE division	Develop and implement funding distribution system for distributing VTEA funds to career and technical departments  Ensure that program activities and expenditures are	Prepare and submit District VTEA Reports  Coordinate student survey process with colleges  Monitor VTEA Funds	Timeliness of VTEA Final Report and Program Application are approved by the State  Surveys provide data that helps to maintain VTEA funding levels for LACCD colleges

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		<p>Regional WIBs and other associations</p> <p>District Leadership</p>	<p>consistent with the approved annual plan</p> <p>Hold advisory meetings at least once per year for each</p> <p>VTEA funded program. Conduct program reviews every 2 years.</p>	<p>Provide information to colleges regarding funds and their use</p> <p>Provide information to colleges when opportunities occur for accessing additional funds</p> <p>District Advisory Committee Meetings</p> <p>Act as liaison with state monitor on behalf of colleges</p> <p>Keep colleges informed on state and national issues affecting vocational programs</p> <p>Stage annual workforce awards banquet</p>	<p>Funds are allocated to colleges for use by vocational departments</p> <p>Meetings are held each month and serve to inform and assist colleges</p> <p>Advisory meetings are held with good feedback from attendees, and useful information provided for college programs</p> <p>New Program applications are approved at the regional deans meeting</p> <p>Awards event is held and results in generating interest in and awareness of the good work being done by the colleges' workforce development programs</p>
<b>CalWORKs</b>	<p>II. A. 1 a &amp; b</p> <p>II A. 5</p> <p>III. D. 2 a, b, d, f</p>	<p>District CalWORKs Director</p> <p>College CalWORKs Directors</p> <p>County DPSS</p> <p>State Systems Office</p> <p>CalWORKs Unit</p> <p>Businesses and other employers</p>	<p>Develop annual plan for state CalWORKs funds</p> <p>Plan and Implement programs according to annual plan</p> <p>Manage CalWORKs budgets</p> <p>Attend State and County trainings</p> <p>Liaison with County DPSS on behalf of students</p> <p>Coordinate with other campus programs and activities for CalWORKs students</p> <p>Provide information to District</p>	<p>Prepare and submit CalWORKs reports</p> <p>Monitor CalWORKs Funds &amp; Provide information to colleges regarding funds and their use</p> <p>Provide information to colleges when opportunities occur for accessing additional funds</p> <p>Act as liaison with state monitor on behalf of colleges</p> <p>Keep colleges informed on state and national issues affecting CalWORKs and TANF programs</p>	<p>Numbers of students succeeding as reflected in State data elements reports and in program databases</p> <p>Contracts fulfilled with County, and contract goals met</p>

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		City and County WIBs	<p>CalWORKs for annual and quarterly and monthly financial reports and final program reports for County and State</p> <p>Provide information to DPSS upon request</p> <p>Enter each CalWORKs student in District MIS screen</p>		

**Division: Instruction & Student Services**

**Unit: College Advancement**

**Manager: Vacant**

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>Alternative College Education Program (ACE)</b>	II. A. 1	<p>Academic Affairs VPs</p> <p>College Deans</p>	<p>Provide ACE program courses and services</p> <p>Utilize agreement to direct activities</p> <p>Provide input to ACE marketing group</p> <p>Attend meetings when client contact falls into college's area</p>	<p>Market and develop agreements with large public and private entities for work-site accelerated educational programs</p> <p>Produce Marketing materials</p> <p>Identify and meet with high level contact people in governmental agencies and industry to discuss program</p>	Expansion of ACE offerings and FTES earned
<b>Foundation and Grant Development</b>	<p>III. D. 1 c &amp; d</p> <p>III. D. 2 a &amp; b</p>	<p>Chancellor</p> <p>Cabinet</p> <p>Senior Staff</p> <p>College VPs</p> <p>College Deans</p>	<p>Identify college priorities and discuss options with district personnel</p> <p>Identify and establish community and business partners</p>	<p>Provide resource development to assist colleges to respond to foundation and grant opportunities (develop individual work plan per college)</p> <p>Provide structure, formats and templates for contacting and documenting partners</p>	Total amount of grant funds awarded

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		Faculty	Prioritize areas for grant or foundation applications	Identify foundation and grant resources based on college need and develop plan for colleges based on their priorities	
<b>Appropriation Development (Earmarks)</b>	III. D. 1 c & d III. D. 2 a & b	Chancellor Cabinet Senior Staff VPs Deans Faculty	Identify college priorities and discuss options with district personnel  Work with campus to develop concepts  Identify partners  Provide appropriate documentation for need, detailed budget and plan for implementation and dissemination  Complete all paperwork with supporting documents and partner letters, including need, project description and partners	Structure development activities throughout the year to prepare for concept presentations before congress members and senators during two trips to Washington, DC in early January and early February  Act as liaison for appropriation consultants to maximize coordinated approach to members and senator in LACCD district for both programmatic and transportation appropriation requests  Establish funding priorities and potential projects through a facilitated process with College representatives  Review college submissions for completion, accuracy and appropriateness and work with colleges on any areas to be improved  Encourage the use of, and assist in coordination of, partnerships between the colleges and with other appropriate entities based on project (private sector, public sector, military, etc.) and provide directions and text for writing of partner support letters	Total amount of appropriations awarded

## District Office Service Outcomes

**Division: Institutional Effectiveness**

**Manager: Gary Colombo**

### Roles & Responsibilities

The Division of Institutional Effectiveness oversees district strategic planning and provides support and coordination for college accreditation and strategic and educational master planning efforts.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>District Strategic Plan</b>		Trustees Chancellor Cabinet Colleges	Provide input to the strategic planning process  Align college goals and objectives with those of the District Strategic Plan	Design, organize, and implement the District Strategic Planning process leading to publication of the DSP  Define and monitor “core indicators” of institutional effectiveness correlated with the DSP goals and objectives  Monitor the effectiveness of district and college efforts in support of DSP goals and objectives  Modify DSP goals and objectives as needed	
<b>Accreditation Support</b>		Trustees Chancellor Cabinet Colleges Academic Senates			

College Planning Coordination and Support		Cabinet Deans of Planning College Researchers Academic Senates			

**Office: *Instutional Research***

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Information about Institutional/ Student Characteristics—Trends & Benchmarks		College researchers and college staff DO resource developers, public relations staff, legislative advocate, facilities, all other divisions Outside— media, special publics, general public Policy makers— Chancellor, Cabinet, Board, District wide committees/ initiatives	Publish “Fact” books if desired Provide data unique to college or special programs Create comparisons or views of data of particular interest to individual college Interpret to campus and local publics	Produce figures and populate research web site showing trends for all colleges and District as a whole in a standard format Verify consistency of data Facilitate access and interpret to all constituents	Standardization of information Continuing self evaluation of appropriateness/extent of information posted to web site based on conversations with users Evaluation by superiors on responsiveness to requests and adequacy of information provided <i>Hits on web site (counter currently inactive)</i>

<b>Information Systems Support &amp; Expertise</b>		College researchers and academic managers Business data warehouse developer & other IT staff Associate Vice Chancellor of Instructional and Student Services	College researchers individually and through District Research Committee also monitor system and MIS submissions and assist each other in use of the data systems	Monitoring of student information system for meaning and accuracy Consultant to college researchers on use of system Extract and format SIS data for Business Warehouse Consultant to Business Warehouse on faculty and schedule data and other Student Information System data as developed Monitoring of MIS submissions	Responsiveness to feedback from college researchers at monthly DRC meetings relative to systems development Continuing self evaluation of systems development based on need for responsiveness to requests for information and research
<b>External Data and Analysis</b>		College researchers and college staff Policy makers—Chancellor, Cabinet, Board, District wide committees/ initiatives DO Senior Managers and Staff	Access external data as desired if not available through District Office Analyze for individual college issues	Import and format Student Right-to-Know Expanded Data Set for use Import CBEDS – School enrollment, projections, etc. for use Import Census Data and format for use Mapping for District and College use Analyze multi-college and district wide issues	Responsiveness to feedback from college researchers at monthly DRC meetings relative to external data sources Continuing self evaluation of external data required and procedures for accessing and analyzing Evaluation by superiors on responsiveness to requests and adequacy of information provided based on external sources
<b>Policy Research &amp; Expertise</b>		Policy makers—Chancellor, Cabinet, Board, District wide committees/ initiatives Legislative advocate	Research and analysis for individual college issues	Research and analysis for multi-college and district wide issues Maintain educational research library and expertise in higher education policy	Evaluation by superiors on responsiveness and adequacy of policy research Continuing self evaluation based on keeping current with the field of higher education policy and research Number of titles added to library each year
<b>Reporting &amp; Accountability</b>		CCCCO US Dept of Ed General Public	Input college-specific IPEDS data on web and review data supplied through CCCCCO MIS Input college-specific PFE data and review data supplied centrally	Coordinate IPEDS and PFE (and successor ) reporting	No missed deadlines Responsiveness to feedback from college researchers at monthly DRC meetings on adequacy of support provided for reporting tasks.

## District Office Service Outcomes

**Office: Diversity Programs and Services**

**Manager: Gene Little**

### Roles & Responsibilities

The Office of Diversity Programs is responsible for the administration of all functions performed by campus and District compliance officers as required by Title 5, sections 53000 and 59300 and District policy, to facilitate equal employment opportunity and staff diversity. The Office of Diversity develops the District Equal Opportunity Plan, administers all state and federal reporting requirements related to equal opportunity and diversity, provide technical assistance and support to the colleges on issues of compliance, serves as liaison to the State Chancellor's Office and other groups regarding complaints, and oversees Project Match.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
District EEO Plan	III. A. 4 a & b	College Presidents  Compliance Officers  Faculty and Staff Units  EEO Committees	Provide input for development and implementation of the plan  Form EEO Committees to assist in plan development and implementation  Provide training on the contents of the Plan	Develop, implement, update, and disseminate a written plan District wide  Consult with all stakeholders to ensure broad input prior to dissemination of the Plan  Secure approval of the Plan from the Systems Office	Ensure plan is implemented annually
Selection Procedures	III. A. 1 a, b, & d	Presidents  Office of General Counsel  Compliance Officers  Human Resources	Obtain approval of selection procedures from Human Resources and Office of General Counsel prior to dissemination  Assign an EEO representative to each selection committee to monitor selection processes	Review and recommend approval of college selection procedures  Provide training as need on selection procedures	Train new Compliance Officers within 60 days of employment.  Revise policies by 12/2006  Consult and implement revised policies by 02/2007

<b>Functional Area</b>	<b>Accreditation Standard</b>	<b>Constituents</b>	<b>College Responsibilities</b>	<b>District Office Responsibilities/Service Outcomes</b>	<b>Evaluation/Measurement of Service Outcome</b>
Unlawful Discrimination Complaint Processing	III. A. 4 c	Office of General Counsel,  Presidents  Compliance Officers	Receive, review and investigate complaints  Provide Diversity Office and Systems Office with copies of complaints  Provide information to Office of Diversity Programs for response to complaints from county, state, and federal agencies	Receive, coordinate and review all complaints  Maintain liaison and respond to complaints filed with county, state, and federal agencies	Process complaints within timelines established by Title 5 and by various regulatory agencies
Training	III. A. 5 a & b	EEO Committees  Administrators, Managers & Supervisors  Compliance Officers	Prepare and present training programs in sexual harassment, ADA, selection procedures, and diversity awareness	Train compliance officers and Advocate for Students  Coordinate training efforts district wide in all compliance activities  Train District Office staff in the areas of sexual harassment and diversity awareness.	Provide training within one year of policy changes or within timeframes mandated by outside agencies.
Special Funded Program (EEO Funds)	III. D. 2 d	Presidents  Compliance Officers	Track and provide a performance and expenditures report to the Office of Diversity Programs for annual allocation of EEO Funds	Report district wide requirements to the Systems Office on performance and expenditure of EEO funds and related in-kind expenditures	Forward annual reports to Systems Office by September of each year
Project MATCH	III. A. 5 a & b	Presidents  VPs Academic Affairs & Student Serv.  Program Steering Com.  Human Resources	Participate in selection of Interns  Recommend program mentors	Administer Project MATCH as an outreach program to increase faculty diversity  Provide partial funding for the program	Ensure interns are selected and training by July 1 of each year  Track placements of interns that successful complete the program.

## District Office Service Outcomes

**Division: Operations/Controller's Office**

**Manager: Jeanette L. Gordon**

### Roles & Responsibilities

The Operations/Controller's Office is responsible for providing centralized financial and business services and facilitating effective financial and business services districtwide. Responsibilities of the division include district financial planning, accounting, fiscal reporting, the allocation of financial resources, contract services, and payroll.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
Budget Management & Analysis, Planning and Development and Operations	III. D. 1 a—d  III. D. 2 a & b	Board of Trustees  District Senior Staff  District Admin Staff  Presidents  College Admin Staff	Preparation of college tentative and final budgets within the allocations provided  Timely preparation of the college operations plan	Coordinate the allocation of resources  Develop and maintains the District's fiscal plan and budget in conjunction with the colleges  Develop and implement Board approved allocation mechanisms  Develop & maintain District's fiscal plan and manage budget and expenditures  Coordinate budget development with colleges  Support the District Budget Committee & Allocation Grant Taskforce  Reviews and processes all budget transfers, changes and adjustments	Timely and accurate preparation of Annual Budget  Balanced budget throughout the year  Allocation of adequate resources to carry out the mission of the District

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
General Accounting	III. D. 2 a—g	Board of Trustees  District Senior Staff  District Admin Staff  Presidents  College Admin Staff	Accounting for all financial transactions that occur at the college  Collection of all monies at the college level and ensuring deposit of cash and recordation of transactions  Maintaining appropriate accounting and reporting guidelines and practices at the college  Coordinating the closing of the college books at month end and year end	Responsible for the recording of incoming revenues and the outgoing expenditures and properly accounting for the resources through financial transactions and maintenance of the District's books and records  Responsible for cash management, collections and investments  Filing claims for special programs districtwide  Annual audit liaison  Reconciliation of all District bank statements and credit card accounts  Reconciliation of all cash in County treasury for all Funds  District wide funding for Audit, Bond Financing, COPS/TRANS and Board Elections  Establishing audit trails and complying with Federal, State and County financial reporting requirements	An Unqualified Audit with Financial Statements that clearly represent the financial stability of the District
Accounts Payable	III. D. 2	Board of Trustees  District Senior Staff  District Admin Staff  Presidents	Processing invoices for payments at the college level and entering them into the SAP payment system  Maintain records and files for all college purchase orders and invoices	Processing payments to vendors/contractors  Payroll deductions  Reimbursement to employees  Processing financial aid runs  Maintenance of district payments and authorizing documents	Invoices are paid timely, and accurately

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		College Admin		<p>Verifying invoices with authorization documents to ensure accuracy and compliance with statutory requirements</p> <p>Maintaining records and files for all payments and authorizing documents</p>	
Central Financial Aid	III. D. 2 d	Board of Trustees Presidents College Admin District Senior Staff District Admin Staff Students	Application Processing Disbursement of financial aid checks Maintenance of appropriate and verifiable documentation	Compliance Provide forum that leads to the implementation of standardized policies and procedures Student loan administration Provide guidance and assist college administrators or managers with program review and audits Maintain Policies and Procedures Manual Training Maintain the Financial Aid Management System FAMS – continuous updating	Serving more students by awarding more financial aids each year
Payroll	III. D. 2 a & b	Board of Trustees District Senior Staff District Admin Staff Presidents College	Report time for all college staff Provide payroll information for the college staff	Payment of salaries for all employees Administering all the District's state mandated retirement plans (4) Administering other voluntary retirement options Reconciliation of warrants issued, tax and benefits withheld, and employee history files	Ensuring that all employees are paid on time and accurately Ensuring that all the third party payments associated with employee pay is also made timely and accurately

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
		Admin		<p>Processing payments of employment taxes, employee withholding taxes and retirement contributions</p> <p>Resolving problems and conflicts</p> <p>Developing policies and procedures to ensure control and compliance with district and regulatory requirements</p> <p>Calculates and process statutory and voluntary employee deductions, and deals with federal, state and local authority request for information</p>	

## District Office Service Outcomes

**Division: Operations**

**Unit: Budget & Management Analysis**

**Manager: Vinh Nguyen**

### Roles & Responsibilities

The Office of Budget Management and Analysis is responsible for the development of district-wide revenue projections, the management of district resources, and the preparation, operation, and maintenance of the District’s budget. Budget and Analysis plans, develops and maintains the district’s fiscal plan and budget; manages funding and allocations; assists the colleges in the development of their budget operation plans; monitors college financial plans; supports the Board and the district administration by providing budget analysis; and assures compliance with local, state, and other reporting requirements.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities/Service Outcomes	Evaluation/Measurement of Service Outcome
<b>Budget Planning and Development</b>	III. D. 1 a—d	Board of Trustees  Chancellor  Cabinet  District Budget Committee  College Admin  District Admin  State Chancellor’s Office  State, Federal, Local Agencies	Plan, Develop, and Monitor College Budgets  Budget Preparation (Annually)  College Operation Plan  Maintain Balance Budget  Develop program budgets for restricted programs, Specially Funded Programs, and Enterprise Programs	Develop and implement Board approved allocation mechanisms for resource allocation  Develop revenue projections for state general revenue, property taxes, nonresident tuition, enrollment fees, lottery revenue and other federal, state, and local revenue  Develop and monitor college financial plans, monthly and quarterly projections  Develop budget calendar and submits to Board for adoption  Develop budget operation plan and provides instructions and guidelines for colleges to develop their budget plans  Run allocation simulation and analyzes financial data to support allocation development	Resource Allocation formulas  Program and Services Cost Avoidance and Savings  Identification of College Financial Conditions and Internal Control Weaknesses  Assurance of District and College Fiscal Stability  Improvements in efficiency and coordination among colleges and District in maximizing revenue generation

				<p>Research and compile historical fiscal data to support allocation development</p> <p>Review enrollment reports and utilize enrollment information to support allocation development</p> <p>Develop Tentative Budget and Final Budget for Board adoption</p>	
<p><b>Budget Management and Financial Analysis</b></p>	<p>III. D. 1 a—d</p> <p>III. D 2 a—c</p>	<p>Board of Trustees</p> <p>Chancellor</p> <p>Cabinet</p> <p>District Budget Committee</p> <p>College Admin</p> <p>District Admin</p> <p>State Chancellor's Office</p> <p>State, Federal, Local Agencies</p>	<p>College Monthly Projection and Quarterly Reports</p> <p>Review program revenues and expenditures</p> <p>Review Program/Fund Budgets Monitoring College Financial Plan</p> <p>Budget Analysis</p> <p>Revenue and Expenditure Projections</p>	<p>Prepare the annual budget report</p> <p>Implement budget procedure changes to comply with federal, state, and local laws and regulations of Board rules</p> <p>Implement contractual salary and health benefit increases</p> <p>Analyze the operational plan for technical accuracy and policy compliance</p> <p>Assist colleges, district office and district-wide locations in development and analysis of their budget and expenditures</p> <p>Prepare expenditure analysis and publish annual Budget and Expenditure analysis report</p> <p>Provide monthly salary distribution reports, monthly cyclical expenditure data to colleges</p> <p>Create online monthly budget reports</p> <p>Perform analysis on college financial plans and quarterly reports</p>	<p>Improve Revenue, expenditures projections to support fiscal planning</p> <p>Quarterly Reports provided to District Budget Committee, Board and State</p> <p>Provide actual and potential programs and services cost studies to advice and/or support colleges</p> <p>Make recommendations to Chancellor and College Presidents</p> <p>Assurance of external reporting requirements</p>

				<p>Process/reconcile weekly bond fund draws</p> <p>Perform fiscal reconciliation for bond fund year end close</p> <p>Monitor health service fees</p> <p>Answer auditor's questions</p> <p>Process Budget Transfer Authority (BTA) forms from colleges</p> <p>File mandated costs reimbursable filing with the State (for the Brown Act and collective bargaining)</p>	
<b>Budget Operations</b>	<p>III. D. 1 a—d</p> <p>III. D. 2 a—g</p>	<p>College Vice Presidents of Administration</p> <p>College Business Offices</p> <p>College Budget Users</p> <p>Specially Funded Program Directors</p> <p>Enterprise Program Managers</p>	<p>Process College Budgets</p> <p>Process Budget Transfers</p> <p>Process Budget Changes/Adjustments</p> <p>Review College Budgets</p>	<p>Develop &amp; update master budget data</p> <p>Review technical data for accuracy</p> <p>Assign board date for budget adjustments to the Board</p> <p>Prepare Board reports to accept new income, authorize new organization memberships, transfer funds from reserves, or between other funds, and to make budget adjustments</p> <p>Research problems involving funding, balances, and policies</p> <p>Process budget adjustments</p> <p>Verify updated budget entries</p> <p>Balance monthly budget adjustments</p> <p>Review budget changes and reduce monthly cyclical projections</p>	<p>Maintain budget integrity by reviewing budget changes for technical accuracy and policy compliance</p>

				<p>Assigns budget numbers to SFPs</p> <p>Perform monthly appropriations/revenue balancing</p> <p>Year-end budget carried forward activities</p> <p>Work closely with General Accounting sub unit</p>	
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