SOUTH ORANGE COUNTY
COMMUNITY COLLEGE DISTRICT

2021-2026

DISTRICT-WIDE FUNCTION MAP

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SOUTH ORANGE COUNTY COMMUNITY COLLEGE DISTRICT FUNCTION MAP OVERVIEW

The South Orange County Community College District's Mission Statement:
We provide a dynamic and innovative learning environment for diverse learners of all ages, backgrounds, and abilities.
We promote access, success, and equity to meet each student's goals of skills development, certificate, associate degree, transfer, or personal enrichment.
We contribute to the economic vitality of the region.

The Accrediting Commission of Colleges and Junior Colleges (ACCJC) Standard IV.D.I-IV.D.7 (2014) focuses on multi-college districts' leadership and governance and the importance of clearly defining roles, authority, and responsibility between the colleges and District. Additionally, the District should delineate the District's operational responsibilities and functions from those of the colleges and consistently adhere to this delineation in practice.

The South Orange County Community College District (SOCCCD) Function Map is developed to promote and sustain institutional effectiveness throughout the District. Fulfilling the District's mission depends on strategic planning, effective decision-making, and coordinated implementation of functions. This document illustrates how the functional areas of District Services' offices describe their roles and responsibilities in coordination with the colleges' roles and responsibilities. In District Services, functional areas organize the model used here and the roles and responsibilities performed by District Services and the colleges. For clarification, "District Services" refers to the departments within district services areas of the Chancellor's Office, Human Resources, Business Services, and Educational and Technology Services. When the term "district-wide" is used, this refers to both the colleges and District Services together as one organizational system.

The Function Map outlines vital components and functions district-wide and describes District Services and the colleges' responsibilities at a high level. The Function Map will be reviewed annually and updated, as necessary. The District-wide Planning Council approved the new Function Map in February 2021 and this version was updated with name changes to offices in Fall 2023.

CHANCELLOR'S OFFICE

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

Accreditation standards addressed by the responsibilities described in the section below:
I.A.1-4, I.B.7-9, III.D.1-4, III.D.10-15, IVA.1-7, IV.C.4, IV.C.7, IV.C.12, IV.D.1-7

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Institutional Leadership	The Chancellor is the chief executive officer of the District Establishes and maintains the roles and responsibilities of the District to the colleges and evaluates this delineation regularly to improve district services and College functions Serve as liaison between the District, the colleges, and the Board of Trustees Advise the Board of Trustees Participate in the orientation of new board members Conduct annual training of board members Coordinate the completion of the Board's annual self-evaluation and retreats Supervise, coordinate, and evaluate the activities of the Chancellor's direct reports (presidents & executive staff)	Presidents provide leadership at the colleges and input to the Chancellor Presidents encourage a culture of participatory governance and collegial decision-making Presidents assume responsibility for all educational and student services programs offered in the name of College Presidents support the District collective bargaining process by providing management collective bargaining team members and by providing input on interests and proposals as appropriate Presidents participate in Board of Trustees meetings and other topical board development presentations	IV.A. 1-7 IV.D 1-7

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Ensure the availability and dissemination of the District's public information	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 participatory governance processes	Presidents provide leadership and direction to academic administrators and classified management personnel and evaluate the performance of direct reports	
	Provide leadership in the development of the district mission and strategic, facilities, and technology plans	Presidents demonstrate leadership in guiding the development of strategic and operational planning and goal-setting processes and their common improvement	
	Provide leadership for collective bargaining processes	Presidents serve as executive representatives on district-wide councils and committees	
	Provide leadership for the on-going improvement of district-wide administrative support services	Presidents represent their colleges and the District to the communities they serve	
		Presidents participate actively in an on-going dialogue meant to clarify district/college functions and responsibilities in a collaborative setting	

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
District-wide Strategic Planning	Guide periodic review of the District's mission, assess the effectiveness of its implementation and assure that the mission aligns with the District's strategic goals and priorities through the District-wide Planning Council (DWPC) Lead the design, implementation, and assessment of the district-wide strategic planning process Ensure the district-wide strategic plan development is vetted through a comprehensive and inclusive process before being considered and adopted by the Board of Trustees Coordinate and support through the District-wide Planning Council (DWPC) to review and update the colleges' educational master plans Regularly review and update the District-wide Planning and Decision-Making Manual	Collaborate on reviewing the district and college missions, effectiveness, and alignment of the district and college goals and priorities Collaborate on the design, implementation, and assessment of the district-wide strategic planning process Collaborate on developing and implementing the district-wide strategic plan; ensure it is vetted through a comprehensive and inclusive process before being considered and adopted by the Board of Trustees Coordinate the colleges' Education Master Planning process with the district and college strategic planning processes	I.A.1-4 I.B.7-9 IV.D.1-2 IV.D.5-7
Institutional Effectiveness	Define, monitor, and assess the indicators of institutional effectiveness aligned with the District-wide Strategic Plan Coordinate the annual presentations to the Board of Trustees on institutional effectiveness measures (Key Performance Indicators) Lead regular review and update of the District Function Map that outlines district-wide services and the roles and responsibilities between District Services and the colleges	Collaborate, communicate, and assess the effectiveness of the district-wide strategic goals and objectives at the college level Collaborate on annual presentations to the Board of Trustees on institutional effectiveness (Key Performance Indicators) Collaborate on the review and update of the District Function Map	IV.D.5-7

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Coordinate review and evaluation of district-wide committees		
Accreditation	Assist college personnel in coordinating accreditation efforts for comprehensive site visits and midterm, progress, and other required reports Provide college accreditation leaders information in support of district-wide accreditation issues Coordinate the development of timelines for the completion of institutional self-evaluations and monitor college progress Inform and update the Board of Trustees on all issues related to college accreditation	Lead college accreditation efforts for comprehensive site visits and midterm, progress, and other required reports Coordinate with District on the information in support of District Services areas in the accreditation standards Development of timelines for the completion of College's institutional self-evaluations Keep the Chancellor informed of accreditation report progress, submit required reports and any issues that may arise	
Board Policies and Administrative Regulations	Conduct Board Sub-Committee meetings to review changes to board policies in the areas of the District, Board of Trustees, General Institution, and Business and Fiscal Affairs Oversee recommendations made by the Board Policy and Administrative Regulations Advisory Committee (BPARC) and take these recommendations to the Chancellor's Council to review board policies and approval of administrative regulations Oversee and administer the five-year cycle for the regular review and update of all Board Policies and Administrative Regulations, as necessary, to fulfill the system mission	Presidents assure the implementation of all Board Policies and Administrative Regulations related to college functions and support their updating as appropriate to reflect changes in the law, policy, and practice Presidents assign the lead to college leadership for revisions to Board Policies and Administrative Regulations in Academic Affairs and Student Services through an inclusive governance process	IV.A.2 IV.A.3 IV.C.7 IV.C.12

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
		Presidents and college leadership participate in district-wide councils and committees to develop policy and regulation recommendations	
Financial Stability and Resource Development	Assure that district resources are aligned in response to the District's mission and strategic goals and priorities Provide budgetary accountability at the district and college level with clear guidelines for financial planning and budget development Establish long-range plans to assure district and college fiscal stability, while maintaining financial solvency. Identify and pursue initiatives to augment district and college resources and external partnerships Coordinate and implement District's Basic Aid funding to align with strategic plan, facilities master plan, and technology plan	Presidents assure that college resources are allocated in response to institutional mission and support of college strategic goals and priorities Presidents and college leaders assure that the institution operates in a fiscally responsible manner to meet long-term obligations Presidents and college leaders identify and pursue external funding sources to augment college budgets Presidents provide leadership in the development and implementation of educational master plans and other integrated strategic plans and which drives resource allocation	III.D.1-4 III.D.11-15 IV.D.2-3
Public Affairs and Government Relations	To oversee, produce, and edit the primary communications for district-services and district-wide initiatives, including online communications, press releases, publications, video, and social media content Work to represent the District in the community with various stakeholder groups and promote the educational opportunities available at Saddleback College and Irvine Valley College	Maintain continuity of communication in regards to programs, initiatives, or efforts that could have an impact on the branding or reputation of the District Inform the District about advocacy activities or engagement with elected officials to uphold messaging and branding standards	

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Foster, sustain, and strengthen relationships with elected officials and government institutions to better inform and support the educational efforts of the District Support the Board of Trustees and departments in communication efforts, including the development of content and graphic design Relay formal public records requests to be handled in a timely manner in accordance with law	Relay formal public records requests to be handled in a timely manner in accordance with law	
Advocacy	Represent the District and colleges to local, state, and national constituencies Participate in the development of legislative policy and advocacy positions on behalf of the District and the colleges (i.e., resolutions, participation in state organizations, etc.)	Presidents represent the colleges to external stakeholders and local, state, and national constituencies Through Board committees and district-wide councils, presidents and college leaders participate in the formulation of advocacy positions and priorities	
Foundations and Other Auxiliary Organizations	Participate in the administration of the District Foundation and ATEP Facilities Corporation Assist in Foundation activities and fund-raising efforts Ensure that the District Foundation operates in a fiscally responsible and compliant manner Ensure annual completion of good standing template for District and ATEP Facilities Corporation for review by the Board of Trustees	College presidents participate in the administration of college foundations and the selection of college foundation directors College presidents ensure that college foundations operate in a fiscally responsible and compliant manner College presidents ensure that college foundations complete good standing template annually for review by the Board of Trustees	III.D.10

Business Services

The Vice Chancellor of Business Services is the chief business officer of the District and is responsible for accounting, budget, internal audit, finance, payroll, benefits, purchasing, contracts, central services, risk management, facilities planning, construction management, Enterprise Resource Planning system and related systems training and support, partnership development efforts and grants management.

Accreditation standards addressed by the responsibilities described in the section below: III.A.7, III.B.1, III.B.2, III.B.3, III.B.4, III.C.2, III.D.1, III.D.2, III.D.3, III.D.4, III.D.5, III.D.6, III.D.7, III.D.8, III.D.9 III.D.10, III.D.11, III.D.12, III.D.13, III.D.14, III.D.15, III.D.16, IV.D.3, ER5, and ER18

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Fiscal Services	Responsible for all financial transactions conducted throughout the District	Responsible for all financial transactions conducted by the College	III.A.7
	Monitor District financial transactions to ensure compliance with accounting standards, the legality of the transaction, and compliance with federal, state, and/or local regulations and/or guidelines	Monitor College financial transactions to ensure compliance with accounting standards, the legality of the transaction, and compliance with federal, state, and/or local regulations and/or guidelines	III.D.5 III.D.6 III.D.8 III.D.10
	Prepare state financial reports (CCFS-311, CCFS-311Q) for submission to the Board of Trustees and State Chancellor's Office	Provide college-level oversight of, and support for, financial transactions	III.D.11 III.D.12
	Prepare enrollment fee revenue report (CCFS-324) and review for reasonableness as compared to the attendance report (CCFS-320)	Submit the Annual Fiscal Report, including annual audited financial statements, to ACCJC	III.D.14
	Manage Other Post-Employment Benefit (OPEB) and Pension Stability Trusts	Report financial software system or business process issues requiring resolution	
	Coordinate preparation of annual OPEB actuarial study		

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Calculate and process quarterly pension stability reimbursements		
	Prepare monthly financial board reports		
	Maintain financial software system and business processes		
	Assist Internal Auditor with the preparation of the annual financial report (audit)		
	Review the Full-Time Faculty Obligation (FON) calculation and monitor compliance with it. Recommend the number of hires needed to meet the FON each year		
	Prepare and monitor the 50% Law Calculation.		
	Monitor property tax collections and projections for alignment with budget and impact on allocations		
	Track and monitor all basic aid allocations and recommend funds that can revert each year		
	Oversee redevelopment agency revenue received and monitor expenditures to ensure compliance with guidelines		
	Process 1098-T forms for students		
Budget Planning	Coordinate the annual budget cycle	Coordinate annual basic aid allocation planning to identify college Facilities and Technology Master Plan's strategies and annual cost projections	III.C.2 III.D.1
	Oversee and maintain the District Resource Allocation Committee (DRAC) funding model		

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Develop District-wide revenue projections for operating funds and basic aid allocations following Board Policies (BP)/Administrative Regulations (AR); educational, strategic, facilities, and technology master plans Submit budget projections to DRAC for discussion and approval of recommendations to the Chancellor Ensure budget projections include required reserve balances and funds short-term and long-term obligations Maintain the budget system and upgrade as needed Maintain salary and benefit driver tables within the budget system Balance overall District budget and prepare budget documents for presentation to the Board of Trustees Report budget amendments and transfers to the Board of Trustees	Communicate college priorities and planning information at District-wide strategic planning committees involving budget planning Prepare the College budget and balance to District Resource Allocation Committee (DRAC) funding model and state/federal allocations Prepare, review, and approve College budget amendments and transfers Monitor college budgets to ensure they are operating within annual allocations	III.D.2 III.D.3 III.D.4 III.D.9 III.D.13 IV.D.3 ER.18
Accounting	Process reimbursements to employees and payments to suppliers Record financial transactions for payroll and benefit expenses	Audit student accounts Receive, deposit, and record college revenue and adhere to local and District cash handling processes	III.D.5 III.D.8 III.D.10

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Process payments to students for financial aid and refunds	Coordinate student and third-party payer refunds	
		Review refunds to students	
	Record financial transactions and reconcile student financial aid funds	Submit invoices to District Accounting for timely payment	
	Maintain procedures for cash handling, grants processing, and general accounting	Record operational, financial transactions, and corrective entries in ERP, as needed	
	Process cash deposits and record them in the financial system	Coordinate College accounts receivable for submission to District Accounting	
	Record deposits for property taxes and state apportionment	Review employee-related costing allocation for new hires and adjustments to existing positions	
		Consolidate college categorical accrual data for submission to District Accounting	
Payroll and Benefits	Process payroll for all employees through the county payroll system	Maintain costing allocations for all employees	
	Maintain system functionality and business processes for absences, benefits, and time tracking	Monitor payroll and benefits postings and correct errors or request errors to be corrected as appropriate	
	Process timesheets for extra faculty assignments, hourly staff, and students	Review overtime reports and initiate journal entries to correct postings as appropriate	
	Prepare quarterly reconciliation for payroll taxes	Provide college-level support as needed, including communicating to payroll related to complex payroll matters	
	Prepare state payroll reports		
	Respond to retirement system audits		
	Manage employee absence accruals and usage		

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Manage benefits programs and enrollments for employees and dependents Provide District-wide benefit updates and resources Track employees for Affordable Care Act qualification and benefits enrollment	Ensure timely submission of timesheets for extra faculty assignments, hourly staff, and students	
Internal Audit	Provide independent and objective analysis of internal controls related to the colleges, District Services, and Foundations' financial, compliance and/or operational areas Identify and develop a comprehensive view of significant risks and develop an annual plan to mitigate those risks to be presented to the Audit Committee Examine the adequacy and effectiveness of internal controls and make recommendations for improvement, where needed Assist with fraud prevention measures District-wide through awareness and training Coordinate the work of external and regulatory auditors Follow-up and ensure completion/implementation for all audit findings, management comments, and/or management discussion points noted by the external auditors	Responsible for implementing internal control processes, monitoring compliance, and informing the district internal audit function of any concerns regarding internal controls or other errors or irregularities	III.D.7 III.D.8 ER.5

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Audit accounts payable check runs looking for allowability of expenditures and proper classification of expenditures Evaluate "Good Standing" assessments annually		
Procurement	Issue and award all contracts and purchase orders Ensure compliance with all applicable laws and regulations, federal and state statutes, administrative codes, legal opinions, and Board policies while conducting purchasing and contracting activities Adhere to generally accepted purchasing standards, principles, and practices in ensuring that a competitive environment exists in awarding purchase orders and contracts Process requisitions for the purchase of all supplies, materials, and equipment within the District Manage and oversee solicitations, formal bidding, Request for Qualifications & Proposals (RFQ&P), vendor selection, negotiations, and contract award Assist with product and supplier selection Manage vendor set-up process in ERP system Report all purchase order transactions and contracts to the Board of Trustees for ratification and/or approval of contract award	Prepare and submit contracts and purchase order requisitions in a timely manner Perform proper and thorough due diligence about appropriate laws and regulations of each college contracts Adhere to dollar threshold guidelines regarding the competitive bidding statutes and provide the appropriate number of bids per District processes Prepare/participate in bid walks, the scope of work to be performed, and RFQ&P preparation Provide board agenda item submittals for appropriate college contracts	III.D.16

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Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Develop, update, and maintain contract templates for use District-wide in adherence to codes and regulations		
Central Services	Warehousing Receive and process incoming deliveries Delivery of received purchase orders district-wide Mailroom/Courier Services Mail receipt and delivery district-wide Courier services, which include agenda deliveries to Board of Trustees Asset/Surplus Management Track and inventory fixed assets district-wide Surplus management includes inventorying, storing, identifying, and reporting materials and equipment to the Board of Trustees to seek approval for the declaration of surplus and authorization to either sell, donate, recycle, or dispose Manage and coordinate periodic surplus sales	Identify, gather, and catalog college surplus items and provide them to District Services Assist in staging and preparing items for transport to District Warehouse.	III.B.2
Risk Management	Manage property, liability, and builder's risk claims, including triage of losses, coordination with third-party claims administrator, defense counsel, loss control, field adjusters, and accident investigations	Work with insurance claims adjusters to identify and document losses	III.B.1

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Manage Workers' compensation claims and services Ensure the District has adequate insurance coverages Manage the District's Ergonomic Program Maintain and update all state and federally required plans Assess liability exposures for various programs within the District Manage and update all District releases and waivers Oversee and/or conduct safety inspections at both colleges Oversee and respond to any Cal/OSHA inspections occurring within the District	Identify and procure appropriate contractors and vendors to mitigate damage and make repairs to physical property Administer Worker's Compensation packets to college employees when appropriate; perform follow up with employee and Risk Management Administer the college process about ergonomic assessments and resulting recommendations Administer college hazardous waste pick up, transport, and storage Perform driver Department of Motor Vehicles (DMV) background checks; organize and manage vehicle check out and rentals when appropriate Work with California Occupational Safety and Health Administration (Cal/OSHA) and county/state safety inspection agencies	
Facilities Planning	Oversee the creation and implementation of the District's and colleges' Facilities Master Plans (FMP) Oversee preparation and coordination of the Five-Year Construction Plan, Initial Project Proposals (IPPs), and Final Project Proposals (FPPs), ensuring that they are aligned with FMPs and take the total cost of ownership into account Submit all plans and proposals to the Board and state Chancellor's Office annually	Inform the College's FMP process with the College's programmatic and facilities maintenance needs Prepare and provide college input gathered through appropriate user groups and strategic planning committees for IPP/ FPP plans and proposals; execute a five-year construction plan Provide annual updates of construction planning to District Services	III.B.1 III.B.3 III.B.4

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Annually update the FMP Implementation Plan and make sure it coincides with the Five-Year Construction Plan	Inspect/update Facilities Condition Assessment (FCA) campus-wide and provide appropriate information to District Services	
	Manage all state-funded projects, which include submitting quarterly reports to the state Chancellor's Office	Identify Scheduled Maintenance priorities of the College	
	Incorporate district-wide Parking Study, ADA Transition Plan, Sustainability Plan, Facilities Condition Assessment, and California Environmental Quality Act (CEQA) Master Plan into all project developments	Comply with the District's sustainability, FCA, and CEQA guidelines

Provide through appropriate strategic planning committees all college priorities as they relate to Capital Improvement Planning | |
	Utilize the Capital Improvement Committee (CIC) to ensure that the annual Capital Improvement requests are consistent with the District vision, align with the respective FMP, and reflect the College's overall capital improvement goals	Track and provide 'Space Inventory' updates to FUSION consultants in identifying campus space modifications/alterations	
	Oversee and reconcile the Space Inventory submission to the state Chancellor's Office		
	Review annual scheduled maintenance projects entered in FUSION (the State reporting system) and align with basic aid requests made and approved		
	Review annual capacity/load and enrollment growth trends and identify potential impacts related to the District's capital improvement planning efforts		

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Submit the scheduled maintenance requests to the state Chancellor's Office		
	In partnership with the state Chancellor's Office, the facilities department conducts a comprehensive Facilities Condition Assessment (FCA) every five years		
Construction Management	Manage all major capital outlay construction projects	Ensure the proper planning and execution of all college capital improvement projects under $1.5M	III.B.1 III.B.2
	Assist both IVC and SC Facilities, Maintenance, and Operations' (FMO) personnel on college-specific projects when needed	Provide all college FMO capital outlay project updates to District Services in a timely manner and participate in monthly FMO update meetings	
	Prepare monthly updates to the Board, keeping them apprised of the progress made on approved capital outlay projects	Vet capital outlay projects and priorities through appropriate participatory governance committees	
	Prepare presentations for DRAC and CIC, keeping them apprised of the made on approved capital outlay projects and on-going scheduled maintenance projects	Prepare and supply District Services with college Basic Aid projects and priorities. Prepare college CIC/DRAC documents as assigned	
	Oversee and ensure Division of State Architects (DSA) approval is received on all projects	Monitor DSA closeout forms on all appropriate college projects	
ATEP Partnership Development	Identify and recruit ground lease partners for the ATEP site	Identify and recruit educational, business, and community partners to support academic programs, revenue development, and economic and workforce development opportunities	III.D.16

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Establish and maintain professional networks with related local, state, national and international organizations and agencies Explore and, when appropriate, guide the development of innovative educational partnership programs with public and private organizations		
Fiscal Grants Management	Award acceptance and contract execution Provide grant oversight by reviewing budgets and financial reports and reconciling revenue at year-end Review expenditures for compliance with grant guidelines and certify reports, as needed Provide grant allocations to the colleges during budget development Initiate drawdown of federal funds as appropriate Maintain SAM.gov registration for colleges for federal awards eligibility Maintain district accounts for sponsor agency fiscal systems (ACM$, G5, NOVA, etc.) Perform annual sub-recipient monitoring for Federal grants following Uniform Guidance, as needed Establish and maintain policies, procedures, and district grant manual as necessary to ensure	Negotiate and process incoming awards, contracts, and grant agreements from external sponsors for board acceptance according to district policies Monitor grant programmatic/financial activities for compliance per sponsor guidelines/requirements (e.g., Uniform Guidance, EDGAR, CCCCO requirements, etc.) Prepare programmatic and financial progress reports to the sponsor Prepare, review, approve and maintain grant budgets, budget amendments, and budget transfers Interface with grantor program monitors, as necessary Monitor grant expenditures for compliance with sponsor and district allowability policies Prepare award/grant invoices consistent with award guidelines and ensure they match the amounts reported in the accounting system	III.D.1 III.D.3 III.D.10 III.D.14 III.D.15 ER.18

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	compliance with federal/state/sponsor regulations/policies Lead indirect cost rate negotiations with a cognizant federal agency, as necessary Assist with fiscal administration, evaluation, and reporting, as needed	Maintain effort certification procedures for all employees paid with federal funds Manage grant partnerships Identify, monitor, and mitigate real or perceived significant financial conflicts of interest for Principal Investigators/Project Directors on federal awards Maintain Institutional Review Board (IRB)	

HUMAN RESOURCES

The Office of Human Resources assists the colleges with all aspects of their human resources services. Examples include the recruitment, qualification verification, hiring of academic personnel, classified staff and management, oversight of performance evaluations, training and development, discipline and grievance processes, on-going labor relations, collective bargaining, and maintenance of employee records employee leaves.

Human Resources ensures compliance with Equal Employment Opportunity Regulations such as Title 5, sections 53000 and 59300, and applicable Board Policy to facilitate equal employment opportunity and promote staff diversity. Human Resources coordinates the District Equal Employment Opportunity Plan's development, hiring policies and procedures consistent with the plan, and administers all state and federal reporting requirements related to equal opportunity and diversity. The office provides technical assistance and support to the colleges on compliance issues in labor law, board policy, and collective bargaining agreements. The Vice Chancellor of Human Resources serves as liaison to the State Chancellor's Office and other agencies regarding investigations and resolution of discrimination and sexual harassment complaints.

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

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Recruitment, Selection, Hiring, Qualifications & Assignment	Conduct recruitment campaigns for approved positions to attract diverse, qualified, and talented candidates Ensure recruitment plan is integrated with institutional plans and college staffing plans Manage employee recruitment activities and oversee selection processes Review minimum qualifications/equivalency determinations for all assignments Train EEO Reps, monitor screening committee membership, applicant pool diversity, orient	Initiate the process to identify and prioritize the need for staffing/support Contact HR to discuss details of the hiring process Works collaboratively with HR to create/update job descriptions Submit personnel requisition to initiate the hiring Formulate the selection committee hiring procedures Establish selection criteria and interview questions Conduct paper screening, interviews, and reference checks Recommend finalists and select candidate	III.A.1 III.A.2 III.A.3 III.A.4 III.A.7 III.A.8 III.A.9 III.A.10 III.A.12

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	screening committee, review screening criteria, and interview questions	Submit a status change to human resources to hire	III.A.15
	Make employment offers and determine salary placement	Submit requests for reorganization to HR	
	Process applicant for employment	Provide HR with recommendations for targeted recruitment	
	Conduct new employee orientations		
	Maintain official personnel files and records		
	Monitor all employee assignments for compliance with relevant contractual provisions, statutes, and regulations		
	Manage assignment, reorganization, classification, compensation, transfer, layoff, discipline, and separation		
	Submit personnel actions to the Board of Trustees for approval		
	Employ branding campaigns as necessary to attract diverse, talented pools of applicants		
	Use market research to diagnose and improve recruitment campaigns		
	Use metrics to identify strengths and weaknesses in recruitment campaigns		
	Review faculty candidates to ensure Minimum Qualifications		

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Routinely audit assignment data to ensure adherence to Federal and State laws, rules, regulations, and board policy and contractual obligations Input and track degrees; provide written summary reports to Bargaining Units and Office of Instruction for each campus as needed		
Leave Management	Assist employees who require a medical leave of absence Manage leave of absences to comply with applicable state and federal laws and District policies Tracking and managing employee leaves—illness, sabbatical, Workers' Compensation (WC), and Family Medical Leave Act (FMLA) in consultation with college administration regarding leave eligibility requirements, reviewing fitness exam requests for appropriateness	Notify HR upon notice of an employee requesting medical leave or if an employee has been out sick for five (5) consecutive days and submits applicable leave request forms	III.A.11
Collective Bargaining	Negotiation of new contract language and modifications Consultation with management on contract interpretation, compliance, and fiscal impact Responsiveness to employee and union inquiries	Read contracts, comply with contracts, supply negotiating team members, and identify contract language no longer relevant or hampers college objectives Provide input for new contract language	III.A.7 III.A.8 III.A.9

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Training of management on contract changes to ensure consistent application and contract compliance across the District		
	Printing, distribution, and storage of physical contracts and signed electronic versions		
Disciplinary and Grievance Processes	Consultation with district college administration regarding grievance response; communication with the union as required; respond to the grievance at Level III, coordination of mediations; coordination of arbitrations; representation of District; pursuit and structuring of settlements	Comply with collective bargaining agreements (FT Faculty, Part-Time Faculty, and Classified Personnel) regarding due process and grievance processes to address local concerns and ensure adherence to negotiated timelines	III.A.5 III.A.10 III.A.11
	Consultation provided to district and college administration on early stages of performance issues	Respond at Informal, Level I and II grievances according to the relevant contract, investigate claims, respond appropriately to the union, implement corrective action as necessary, participate in arbitrations when necessary	
	Assistance provided in drafting documents. Review of proposed disciplinary action and substantiation; coaching provided to District and College in assembling the complete package, draft charges, conduct Skelly conference, assist with preparation for Board review, and coordinate presentation for action by the Board of Trustees	Relative to discipline, assemble documentation and facts supporting discipline, coordinate with the District HR office to determine and execute as appropriate: an appropriate penalty, draft letter of reprimand, meeting with the employee, execute discipline, participate in appeal hearings when needed	
	Implementation of penalty		
	Representation of the District in an appeal hearing		
	Training provided to colleges as needed		

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Performance Management and Employee Engagement	Maintenance of district-wide employee evaluation system according to collective bargaining agreements Develop and maintain faculty, classified staff, classified manager, and educational administrator evaluation instruments Provide training on requirements per collective bargaining agreements Timely notification of evaluation process/dates/deadlines File and track employee evaluations in official personnel records	Provide clear expectations of job performance; provide timely and objective feedback on employee performance; recognize good work, take corrective measures when performance is unsatisfactory Administer evaluations following collective bargaining agreements and meeting all deadlines Complete employee evaluations and send evaluations to HR	III.A.5 III.A.8 III.A.11 III.A.13 III.A.14 III.A.15
Compliance Training	Coordinate with College to identify problem areas and develop solutions Provide training, either in-house or through consultant services Ensure compliance with Regulations requiring Sexual Harassment and Unlawful Discrimination Prevention Training and Title IX Training for faculty and supervisors Respond to District and colleges' requests to deliver informal topics training, including performance appraisals, performance management, disciplinary process, etc.	Work with District in training topic needs and support logistics of scheduling and communication of training to college employees	III.A.8 III.A.13 III.A.14

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Professional Development	Allocate funding as negotiated for all employees to pursue professional development through conference and meeting participation as negotiated Allocate funding for all employees to pursue educational goals that enrich contributions to the District Provide release time for employees to attend professional development activities and leadership training Work with the classified union to coordinate classified employee job training program Provide current, relevant, and on-going training and resources that support the District's commitment to diversity, equity, inclusion, and access.	Develop and administer the College-wide professional development program for all employees Support professional development committees at each college Provide focused programs and training opportunities which support the on-going student success efforts towards diversity, equity and inclusion	III.A.8 III.A.12 III.A.14
Human Resources Information Systems Support	Manage and support the enterprise resource planning (ERP) system and other related HR systems, including Applicant Tracking Configure and monitor all HR business processes, including hiring, onboarding, transfers, terminations, promotions, classifications, performance reviews, compensation changes, etc. Manage ERP system configurations, security, and organizational structures	Participate in user groups to provide input on user experience	III.A.5 III.A.11 III.A.15

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Design and develop reports, dashboards, and analytics for HR-related transactions and support data extracts for State and Federal reporting		
District EEO Plan	Form district-wide EEO Advisory Committees to assist in plan development and implementation Work with EEO Advisory Committee to develop, implement, update, and disseminate a written plan district-wide Title 1 of the American's with Disabilities Act and the Fair Employment and Housing Act compliance. Engage in an interactive accommodation process with employees who have a disability or require reasonable accommodations in the workplace	Provide input for the development and implementation of the EEO plan Appoint members to serve on district-wide EEO Advisory Committee Provide training on the contents of the plan Managers refer employees who have requests for reasonable accommodation to HR	III.A.12
Unlawful Discrimination & Title IX Complaint Processing	Receive and review all complaints Assign investigators and coordinate communications to applicable agencies Prepare and provide a summary of findings and administrative determination	Receive, review, and investigate complaints. College forwards complaints and investigations at the direction of District HR Provide information to Vice Chancellor of HR or designee for a response to complaints from the county, state, and federal agencies	III.A.8 III.A.11 III.A.13
Compensation & Rewards	Design, deliver compensation, benchmark against external markets, and other community college districts and higher education institutions	Provide input	III.A.11

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Organizational Effectiveness of the Human Resources Department	Manage organizational design/structure and development Manage change, HR functional design, structure, staff, HR technologies, and vendors	Provide input	III.A.1 III.A.7 III.A.9 III.A.10 III.A.11

EDUCATIONAL AND TECHNOLOGY SERVICES

The Office of Educational and Technology Services provides oversight, coordination, and support for instructional, student services, and career technical education programs across the District and grant development, educational and strategic planning, institutional research, international programs, and economic and partnership development. The Vice Chancellor of Educational and Technology Services serves as the District's Chief Technology Officer (CTO).

The Office of Educational and Technology Services provides support and coordination for accreditation, strategic planning, development, implementation, and support of district-wide information and learning technologies for instruction, student services, and administrative and operational systems.

The District Information Technology (IT) department is responsible for establishing online services and assuring security and reliability of all district-wide network infrastructure, computer operations, and telecommunications. District IT oversees the Student Information System (SIS) that provides a wide array of online services for students and employees. District IT is also responsible for providing support for the enterprise resource planning (ERP) system and Fiscal Services systems, including supplemental systems used for budget development and contract management.

The District Research, Planning, and Data Management (RPDM) department prepares and supports state and federal data collection, mandated reports, and research studies, develops and maintains the District's data warehouse, supports district-wide reporting. The RPDM department also supports related policies for instruction, student services, accreditation, and leadership and coordination to support the college research, planning, and accreditation offices. The department also includes coordination and administration with the Chancellor on district-wide strategic and education master planning, development, implementation, and on-going assessment of institutional effectiveness.

Information Technology

Accreditation standards addressed by the responsibilities described in the section below: III.C.1-5

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Technology Services and Support	Manage Student Information Systems (SIS), ERP system, and related district systems Coordinate, research, develop and implement new IT systems and applications to ensure appropriate and adequate support Coordinate and develop with campus Technology Services departments' telecommunications, internet, and networked systems and related infrastructures Coordinate and develop with campus Technology Services departments' security standards for systems, networks, and data Review college standards to ensure alignment with District-wide objectives Manage district-wide IT initiatives and projects	Utilize systems, report issues, recommend improvements Participate in the review, prioritization, development, and implementation of new district-wide IT systems and applications Evaluate, develop, implement, and support college-specific IT applications (e.g., instructional-specific software) Participate in the district-wide committee to evaluate, select, and implement infrastructure components for capacity and growth. Ensure training and user support are part of the solution Participate in the development and implementation of security standards for systems, networks, and data Develop college technology standards Manage college-specific technology initiatives and projects	III.C.1-3
Student Information Systems (SIS) Technology User Training and Support	Provide user and technical training for the Student Information Systems (SIS) and related district systems	Assist District IT with training for district-wide systems as needed Assist District IT with the development of guides for district-wide systems as needed	III.C.4-5

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Coordinate the development of procedure guides for the proper use of the Student Information Systems (SIS) and related district systems Provide user training for district office personnel	Develop procedure guides for the proper use of college-specific applications. Provide user and technical training for college-specific applications	
Technology Planning, Maintenance, and Upgrades	Coordinate upgrades and maintenance to Student Information Systems (SIS), ERP system, and related district systems and software Coordinate upgrades and maintenance to telecommunications, networks, and security-related hardware and software with the campuses Technology Services departments	Provide input to the district-wide system upgrades and maintenance needs Coordinate upgrades and maintenance to college-specific applications Participate in district-wide upgrades and maintenance to telecommunications, networks, and security-related hardware and software assigned to and managed by the College	III.C.2
Technology Resource Allocation	Review all technology support and services through District-wide Technology Committee (DTC) and district-wide Technology Leadership Team (TLT) to meet the District's needs	Identify college-level technology needs and inform the annual resource allocation process through DTC and TLT	III.C.3
Technology Planning Integration	Coordinate technology planning integration at the District level through the participatory governance committees, utilizing a bottom-up approach to evaluate technology resources and identify areas for improvement	Develop college-level technology plans and inform the district-wide technology plan to develop an integrated plan	III.C.2

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Enterprise Resource Planning (ERP) Finance Systems User Training and Support	Responsible for all user training and support for the ERP Finance system Responsible for the user training and support for the Budget Development System Responsible for the user training and support for the Contract Management System Responsible for providing a Help Desk for support of the finance-related applications Responsible for developing and maintaining training materials (manuals, job aids, videos) for the applications Responsible for testing periodic maintenance releases to the applications	Ensure participation in training opportunities and support for appropriate managers and staff as it applies to job descriptions: duties and knowledge Provide college-level Help Desk for support of the applications. Monitor and escalate issues to the District as needed	III.C.4 III.D.5

Accountability Reporting, Institutional Research, and Evaluation

Accreditation standards addressed by the responsibilities described in the section below: I.B.5-9

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Accountability & Compliance Reporting	Coordinate, maintain, and develop the CCFS 320 reports. Submit data files to external agencies for validation (CCFS 320 and Annual Audit) Compile and coordinate State Chancellor Office Management Information System (COMIS) submission reports Work with college research offices to resolve any data errors in MIS submissions Coordinate review of categorical (CalWORKs, Disabled Students, EOPS) data Coordinate district-level federally required Integrated Post-secondary Data Systems (IPEDS) surveys (related to state COMIS submission) Coordinate learning and presentations on institutional performance metrics to the Board of Trustees Coordinate District Perkins required reporting Submit required federal reporting such as National Student Clearinghouse Enrollment Reporting, Veterans' Benefit Reporting, etc.	Validate and submit enrollment college-level CCFS 320 reports Collaborate with the District to resolve any data errors in MIS submissions Collaborate with the District to review and approve categorical (CalWORKs, Disabled Students, EOPS) data Validate and submit college-level IPEDS surveys. Develop and coordinate with district college-specific institutional performance metrics and collaborate on presentations to the Board of Trustees Prepare, validate, and submit to the District the data needed for the District Perkins IC and Transitions application, quarterly and final reporting Support and collaborate on district-level required federal reporting	I.B.5-9

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Institutional Research and Reporting	Coordinate institutional research needs with colleges to support data and research needs Field and respond to district-wide research requests Coordinate and collaborate on district-wide institutional research reports	Identify, communicate, and discuss District-wide research needs Field and respond to college-specific research requests Collaborate on district-wide institutional research reports	I.B.5-9
District Data Warehouse	Develop, maintain, and enhance current district data warehouse systems built from the District's Student Information System and other data sources Regularly evaluate the architecture, performance, and security of the data warehouse Develop and maintain institutional data warehouse and reporting systems for district-wide usage Develop and maintain documentation on data warehouse reports and definitions Develop and maintain training materials for utilization of reports in the data warehouse Develop and maintain district-wide training materials for using the data warehouse and reporting tools	Provide feedback and collaborate with District on maintenance and design of data warehouse structure and content Provide feedback and collaborate with District on data warehouse documentation and definitions Provide, give feedback, and collaborate with the District on all tools in the data warehouse	I.B.5-9 IV.D.5
Survey Development, Administration, Analysis, and Support	Develop, analyze, and coordinate district-wide surveys	Support development and analysis of district-wide surveys as needed	IV.D.5

Instructional and Student Support Services

Accreditation standards addressed by the responsibilities described in the section below: II. A.1-10, II.B.1-3

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Instructional Services Support	Coordination with the colleges to ensure regulatory changes that impact instructional areas –academic calendar, class scheduling planning, implementation, enrollment management, and accountability reporting	Work collaboratively to ensure that the college's programs and support services meet or exceed accreditation and regulatory standards through regular assessment and the use of results to improve institutional effectiveness Implement new and/or update college processes, reporting, instructional offerings, or support services to ensure alignment with regulatory or accreditation updates Work with Academic Senate to provide input with regards to the academic calendar to ensure compliance with contract and education code	II.A.1-11
Curriculum Development, Revisions, Coordination, and Support	Coordinate with the colleges to ensure the implementation of regulatory changes Preparation of Board agenda items related to curriculum	The college relies on faculty's expertise at the department level with support from the Curriculum Committee and Academic Senate for updates made to the curriculum Work with the Academic Senate to implement new and/or update college processes and instructional offerings to meet accreditation and regulatory requirements	II.A.1-11

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
		Complete the annual curriculum approval certification Curriculum delivery	
Library and Learning Support Services	Lead district-wide coordination of library and learning support services as identified by the colleges Coordinate evaluation of library and learning support services to ensure the adequacy of meeting student needs	Support student learning and achievement by providing learning support services, including tutoring, learning centers, computer labs, and comprehensive library services Regularly assess these services to ensure that they are sufficient in quantity and meet or exceed regulatory and accreditation standards Provide direct services to students, faculty, and community Act as a resource to support the incorporation of zero textbook resources	II.B.1-3
Student Services	Review, revision, and consultation on educational policies to ensure responsiveness to the district-wide needs and statutory and regulatory compliance	Deliver equitable student services through various departments and programs to promote student development and success	II.C.I-8

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
	Review and revision of educational support systems & procedures to provide improved efficiency and effectiveness Assure institutional and academic integrity by publishing board policies on academic freedom and responsibility	Manage programs and various requirements related to budgeting, reporting, and maintaining student records & confidentiality. Assess quality and address educational support systems and procedures as needed and recommend action when indicated Provide subject-area expertise on policy, systems, and procedural needs	
Student Equity and Achievement Program (SEAP)	Ensure district-wide support to define and implement policies and strategies related to student equity and achievement programs (SEAP) Support the District's activities and strategies related to SEAP Vice Chancellor of Educational and Technology Services serves as liaison to the Board of Trustees and the Chancellor on issues of student success and basic skills Vice Chancellor of Educational and Technology Services serves as liaison to local, state, and national groups on issues related to student success and basic skills	Delineate activities and strategies for student success Collect, analyze, and provide student success and programmatic data, including assessing for disproportionate impact Vice President for Student Services serves as liaison to the Vice Chancellor of Educational and Technology Services on this functional area's issues Vice President for Student Services obtains state and national data, guidance, and directives and articulates such to the Vice Chancellor of Educational and Technology Services	II.C.1-8

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
International Students	Coordinate and maintain compliance with policy related to International Students	Recruitment of international students Support and instructional services for international students Reporting to SEVIS and compliance with federal regulations related to the issuance of I20 and maintenance of foreign student status Development and implementation of partnerships with organizations, recruiting firms, and foreign colleges and universities Identify and articulate recommended content for Student Services areas of international student board policy and administrative regulation	
Study Abroad Programs	Oversee and maintain compliance and policy related to Study Abroad programs Develop and maintain study abroad manual Coordinate and review study abroad contracts	Provide information and/or input as requested or needed on Study Abroad programs	

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
District-wide Educational Initiatives	Explore and, when appropriate, guide the development of innovative educational partnership programs with area public and private organizations Work with college faculty and staff to implement innovative educational partnership programs	Support the college's activities and strategies related to CCCCO state initiatives (SEAP, Guided Pathways, Strong Workforce, AB705, etc.) Provide information and/or input as requested or needed on the development of innovative educational partnership programs with area public and private organizations	
Perkins, Career Technical Education Act, and Strong Workforce	Liaison between state monitor in the coordination of District Perkins funds requirements (annual targets, submission of reports, monitoring budgets, etc.) Liaison for district-level Strong Workforce initiatives	Work with the responsible administrator for Perkins to set up the budget at the beginning of each fiscal year Suggest reevaluation of the allocated budget, if necessary Provide information and/or input as requested or needed on the Perkins Reports Plans are meeting objectives and ensure spending is appropriate and meets reporting deadlines	

Grant Development, Management, Reporting, and Support

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

Functional Area	District Services Responsibilities	College Responsibilities	ACCJC Standard
Grant Coordination	Coordination of grant efforts across the District Approval application submissions Assist with grant administration, evaluation, and reporting, as needed	Provide pre-proposal support for grant inquiries from faculty, staff, or outside partners Assist in the identification, development, and writing of proposals Serve as a liaison with principals and other departments regarding grants Ensure timely submission of grant applications and proposals on behalf of the College, following sponsor guidelines and requirements and district policies	