

A. District-College Functional Map

KEY:

P = Primary Responsibility	Leadership and oversight of a given function including design, development, implementation, assessment and planning for improvement
S = Secondary Responsibility	Support of a given function including a level of coordination, input, feedback, or communication to assist the primary responsibility holders with the successful execution of their responsibility
SH = Shared Responsibility	The District and the college are mutually responsible for the leadership and oversight of a given function or they engage in logically equivalent versions of a function – district and college mission statements

STANDARD I: Mission, Academic Quality and Institutional Effectiveness, and Integrity

<i>Standard I.A Mission</i>	COLLEGE	DISTRICT
1. The mission describes the institution’s broad educational purposes, its intended student population, the types of degrees and other credentials it offers, and its commitment to student learning and student achievement.	P	S
2. The institution uses data to determine how effectively it is accomplishing its mission, and whether the mission directs institutional priorities in meeting the educational needs of students.	P	S
3. The institution’s programs and services are aligned with its mission. The mission guides institutional decision-making, planning, and resource allocation and informs institutional goals for student learning and achievement.	P	S
4. The institution articulates its mission in a widely published statement approved by the governing board. The mission statement is periodically reviewed and updated as necessary.	P	S

<i>Standard I.B. Assuring Academic Quality and Institutional Effectiveness</i>	COLLEGE	DISTRICT
1. The institution demonstrates a sustained, substantive and collegial dialog about student outcomes, student equity, academic quality, institutional effectiveness, and continuous improvement of student learning and achievement.	P	S
2. The institution defines and assesses student learning outcomes for all instructional programs and student and learning support services.	P	___ ¹
3. The institution establishes institution-set standards for student achievement, appropriate to its mission, assesses how well it is achieving them in pursuit of continuous improvement, and publishes this information.	P	___
4. The institution uses assessment data and organizes its institutional processes to support student learning and student achievement.	P	___

¹ ___ represents not applicable

<i>Standard I.B. Assuring Academic Quality and Institutional Effectiveness</i>	COLLEGE	DISTRICT
5. The institution assesses accomplishment of its mission through program review and evaluation of goals and objectives, student learning outcomes, and student achievement. Quantitative and qualitative data are disaggregated for analysis by program type and mode of delivery.	P	S
6. The institution disaggregates and analyzes learning outcomes and achievement for subpopulations of students. When the institution identifies performance gaps, it implements strategies, which may include allocation or reallocation of human, fiscal and other resources, to mitigate those gaps and evaluates the efficacy of those strategies.	P	S
7. The institution regularly evaluates its policies and practices across all areas of the institution, including instructional programs, student and learning support services, resource management, and governance processes to assure their effectiveness in supporting academic quality and accomplishment of mission.	SH	SH
8. The institution broadly communicates the results of all of its assessment and evaluation activities so that the institution has a shared understanding of its strengths and weaknesses and sets appropriate priorities.	P	S
9. The institution engages in continuous, broad based, systematic evaluation and planning. The institution integrates program review, planning, and resource allocation into a comprehensive process that leads to accomplishment of its mission and improvement of institutional effectiveness and academic quality. Institutional planning addresses short- and long-range needs for educational programs and services and for human, physical, technology, and financial resources.	SH	SH

<i>Standard I.C. Institutional Integrity</i>	COLLEGE	DISTRICT
1. The institution assures the clarity, accuracy, and integrity of information provided to students and prospective students, personnel, and all persons or organizations related to its mission statement, learning outcomes, educational programs, and student support services. The institution gives accurate information to students and the public about its accreditation status with all of its accreditors.	P	S
2. The institution provides a print or online catalog for students and prospective students with precise, accurate, and current information on all facts, requirements, policies, and procedures listed in the "Catalog Requirements".	P	—
3. The institution uses documented assessment of student learning and evaluation of student achievement to communicate matters of academic quality to appropriate constituencies, including current and prospective students and the public.	P	—
4. The institution describes its certificates and degrees in terms of their purpose, content, course requirements, and expected learning outcomes.	P	—
5. The institution regularly reviews institutional policies, procedures, and publications to assure integrity in all representations of its mission, programs, and services.	SH	SH
6. The institution accurately informs current and prospective students regarding the total cost of education, including tuition, fees, and other required expenses, including textbooks, and other instructional materials.	P	S

<i>Standard I.C. Institutional Integrity</i>	COLLEGE	DISTRICT
7. In order to assure institutional and academic integrity, the institution uses and publishes governing board policies on academic freedom and responsibility. These policies make clear the institution's commitment to the free pursuit and dissemination of knowledge, and its support for an atmosphere in which intellectual freedom exists for all constituencies, including faculty and students.	SH	SH
8. The institution establishes and publishes clear policies and procedures that promote honesty, responsibility and academic integrity. These policies apply to all constituencies and include specifics relative to each, including student behavior, academic honesty and the consequences for dishonesty.	SH	SH
9. Faculty distinguish between personal conviction and professionally accepted views in a discipline. They present data and information fairly and objectively.	P	—
10. Institutions that require conformity to specific codes of conduct of staff, faculty, administrators, or students, or that seek to instill specific beliefs or world views, give clear prior notice of such policies, including statements in the catalog and/or appropriate faculty and student handbooks.	—	—
11. Institutions operating in foreign locations operate in conformity with the Standards and applicable Commission policies for all students. Institutions must have authorization from the Commission to operate in a foreign location.	—	—
12. The institution agrees to comply with Eligibility Requirements, Accreditation Standards, Commission policies, guidelines, and requirements for public disclosure, institutional reporting, team visits, and prior approval of substantive changes. When directed to act by the Commission, the institution responds to meet requirements within a time period set by the Commission. It discloses information required by the Commission to carry out its accrediting responsibilities.	SH	SH
13. The institution advocates and demonstrates honesty and integrity in its relationships with external agencies, including compliance with regulations and statutes. It describes itself in consistent terms to all of its accrediting agencies and communicates any changes in its accredited status to the Commission, students, and the public.	SH	SH
14. The institution ensures that its commitments to high quality education, student achievement and student learning are paramount to other objectives such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.	—	—

STANDARD II: Student Learning Programs and Support Services

<i>Standard II.A. Instructional Programs</i>	COLLEGE	DISTRICT
1. All instructional programs, regardless of location or means of delivery, including distance education and correspondence education, are offered in fields of study consistent with the institution's mission, are appropriate to higher education, and culminate in student attainment of identified student learning outcomes, and achievement of degrees, certificates, employment, or transfer to other higher education programs.	P	—
2. Faculty, including full time, part time, and adjunct faculty, ensure that the content and methods of instruction meet generally accepted academic and professional standards and expectations. Faculty and others responsible act to continuously improve instructional courses, programs and directly related services through systematic evaluation to assure currency, improve teaching and learning strategies, and promote student success.	P	—
3. The institution identifies and regularly assesses learning outcomes for courses, programs, certificates and degrees using established institutional procedures. The institution has officially approved and current course outlines that include student learning outcomes. In every class section students receive a course syllabus that includes learning outcomes from the institution's officially approved course outline.	P	—
4. If the institution offers pre-collegiate level curriculum, it distinguishes that curriculum from college level curriculum and directly supports students in learning the knowledge and skills necessary to advance to and succeed in college level curriculum.	P	—
5. The institution's degrees and programs follow practices common to American higher education, including appropriate length, breadth, depth, rigor, course sequencing, time to completion, and synthesis of learning. The institution ensures that minimum degree requirements are 60 semester credits or equivalent at the associate level, and 120 credits or equivalent at the baccalaureate level.	SH	SH
6. The institution schedules courses in a manner that allows students to complete certificate and degree programs within a period of time consistent with established expectations in higher education.	P	—
7. The institution effectively uses delivery modes, teaching methodologies and learning support services that reflect the diverse and changing needs of its students, in support of equity in success for all students.	P	—
8. The institution validates the effectiveness of department-wide course and/or program examinations, where used, including direct assessment of prior learning. The institution ensures that processes are in place to reduce test bias and enhance reliability.	P	—
9. The institution awards course credit, degrees and certificates based on student attainment of learning outcomes. Units of credit awarded are consistent with institutional policies that reflect generally accepted norms or equivalencies in higher education. If the institution offers courses based on clock hours, it follows Federal standards for clock-to-credit-hour conversions.	P	S

Standard II.A. Instructional Programs	COLLEGE	DISTRICT
10. The institution makes available to its students clearly stated transfer-of-credit policies in order to facilitate the mobility of students without penalty. In accepting transfer credits to fulfill degree requirements, the institution certifies that the expected learning outcomes for transferred courses are comparable to the learning outcomes of its own courses. Where patterns of student enrollment between institutions are identified, the institution develops articulation agreements as appropriate to its mission.	P	S
11. The institution includes in all of its programs, student learning outcomes, appropriate to the program level, in communication competency, information competency, quantitative competency, analytic inquiry skills, ethical reasoning, the ability to engage diverse perspectives, and other program-specific learning outcomes.	P	—
12. The institution requires of all of its degree programs a component of general education based on a carefully considered philosophy for both associate and baccalaureate degrees that is clearly stated in its catalog. The institution, relying on faculty expertise, determines the appropriateness of each course for inclusion in the general education curriculum, based upon student learning outcomes and competencies appropriate to the degree level. The learning outcomes include a student's preparation for and acceptance of responsible participation in civil society, skills for lifelong learning and application of learning, and a broad comprehension of the development of knowledge, practice, and interpretive approaches in the arts and humanities, the sciences, mathematics, and social sciences.	P	S
13. All degree programs include focused study in at least one area of inquiry or in an established interdisciplinary core. The identification of specialized courses in an area of inquiry or interdisciplinary core is based upon student learning outcomes and competencies, and include mastery, at the appropriate degree level, of key theories and practices within the field of study.	P	—
14. Graduates completing career-technical certificates and degrees demonstrate technical and professional competencies that meet employment standards and other applicable standards and preparation for external licensure and certification.	P	—
15. When programs are eliminated or program requirements are significantly changed, the institution makes appropriate arrangements so that enrolled students may complete their education in a timely manner with a minimum of disruption.	P	—
16. The institution regularly evaluates and improves the quality and currency of all instructional programs offered in the name of the institution, including collegiate, pre-collegiate, career-technical, and continuing and community education courses and programs, regardless of delivery mode or location. The institution systematically strives to improve programs and courses to enhance learning outcomes and achievement for students.	P	—

<i>Standard II.B. Library and Learning Support Services</i>	COLLEGE	DISTRICT
1. The institution supports student learning and achievement by providing library, and other learning support services to students and to personnel responsible for student learning and support. These services are sufficient in quantity, currency, depth, and variety to support educational programs, regardless of location or means of delivery, including distance education and correspondence education. Learning support services include, but are not limited to, library collections, tutoring, learning centers, computer laboratories, learning technology, and ongoing instruction for users of library and other learning support services.	P	S
2. Relying on appropriate expertise of faculty, including librarians, and other learning support services professionals, the institution selects and maintains educational equipment and materials to support student learning and enhance the achievement of the mission.	P	—
3. The institution evaluates library and other learning support services to assure their adequacy in meeting identified student needs. Evaluation of these services includes evidence that they contribute to the attainment of student learning outcomes. The institution uses the results of these evaluations as the basis for improvement.	P	—
4. When the institution relies on or collaborates with other institutions or other sources for library and other learning support services for its instructional programs, it documents that formal agreements exist and that such resources and services are adequate for the institution's intended purposes, are easily accessible and utilized. The institution takes responsibility for and assures the security, maintenance, and reliability of services provided either directly or through contractual arrangement. The institution regularly evaluates these services to ensure their effectiveness.	P	—

<i>Standard II.C. Student Support Services</i>	COLLEGE	DISTRICT
1. The institution regularly evaluates the quality of student support services and demonstrates that these services, regardless of location or means of delivery, including distance education and correspondence education, support student learning, and enhance accomplishment of the mission of the institution.	P	—
2. The institution identifies and assesses learning support outcomes for its student population and provides appropriate student support services and programs to achieve those outcomes. The institution uses assessment data to continuously improve student support programs and services.	P	S
3. The institution assures equitable access to all of its students by providing appropriate, comprehensive, and reliable services to students regardless of service location or delivery method.	P	—
4. Co-curricular programs and athletics programs are suited to the institution's mission and contribute to the social and cultural dimensions of the educational experience of its students. If the institution offers co-curricular or athletic programs, they are conducted with sound educational policy and standards of integrity. The institution has responsibility for the control of these programs, including their finances.	P	—

<i>Standard II.C. Student Support Services</i>	COLLEGE	DISTRICT
5. The institution provides counseling and/or academic advising programs to support student development and success and prepares faculty and other personnel responsible for the advising function. Counseling and advising programs orient students to ensure they understand the requirements related to their programs of study and receive timely, useful, and accurate information about relevant academic requirements, including graduation and transfer policies.	P	—
6. The institution has adopted and adheres to admission policies consistent with its mission that specify the qualifications of students appropriate for its programs. The institution defines and advises students on clear pathways to complete degrees, certificate and transfer goals.	P	—
7. The institution regularly evaluates admissions and placement instruments and practices to validate their effectiveness while minimizing biases.	P	—
8. The institution maintains student records permanently, securely, and confidentially, with provision for secure backup of all files, regardless of the form in which those files are maintained. The institution publishes and follows established policies for release of student records.	P	S

STANDARD III: Resources

<i>Standard III.A. Human Resources</i>	COLLEGE	DISTRICT
1. The institution assures the integrity and quality of its programs and services by employing administrators, faculty and staff who are qualified by appropriate education, training, and experience to provide and support these programs and services. Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated and address the needs of the institution in serving its student population. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority.	SH	SH
2. Faculty qualifications include knowledge of the subject matter and requisite skills for the service to be performed. Factors of qualification include appropriate degrees, professional experience, discipline expertise, level of assignment, teaching skills, scholarly activities, and potential to contribute to the mission of the institution. Faculty job descriptions include development and review of curriculum as well as assessment of learning.	P	S
3. Administrators and other employees responsible for educational programs and services possess qualifications necessary to perform duties required to sustain institutional effectiveness and academic quality.	SH	SH
4. Required degrees held by faculty, administrators and other employees are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.	S	P
5. The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.	SH	SH

Standard III.A. Human Resources	COLLEGE	DISTRICT
6. The evaluation of faculty, academic administrators, and other personnel directly responsible for student learning includes, as a component of that evaluation, consideration of how these employees use the results of the assessment of learning outcomes to improve teaching and learning.	P	S
7. The institution maintains a sufficient number of qualified faculty, which includes full time faculty and may include part time and adjunct faculty, to assure the fulfillment of faculty responsibilities essential to the quality of educational programs and services to achieve institutional mission and purposes.	P	S
8. An institution with part time and adjunct faculty has employment policies and practices which provide for their orientation, oversight, evaluation, and professional development. The institution provides opportunities for integration of part time and adjunct faculty into the life of the institution.	P	S
9. The institution has a sufficient number of staff with appropriate qualifications to support the effective educational, technological, physical, and administrative operations of the institution.	P	S
10. The institution maintains a sufficient number of administrators with appropriate preparation and expertise to provide continuity and effective administrative leadership and services that support the institution's mission and purposes.	P	S
11. The institution establishes, publishes, and adheres to written personnel policies and procedures that are available for information and review. Such policies and procedures are fair and equitably and consistently administered.	SH	SH
12. Through its policies and practices, the institution creates and maintains appropriate programs, practices, and services that support its diverse personnel. The institution regularly assesses its record in employment equity and diversity consistent with its mission.	SH	SH
13. The institution upholds a written code of professional ethics for all of its personnel, including consequences for violation.	SH	SH
14. The institution plans for and provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on evolving pedagogy, technology, and learning needs. The institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.	P	S
15. The institution makes provision for the security and confidentiality of personnel records. Each employee has access to his/her personnel records in accordance with law.	SH	SH

Standard III.B. Physical Resources	COLLEGE	DISTRICT
1. The institution assures safe and sufficient physical resources at all locations where it offers courses, programs, and learning support services. They are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.	P	S
2. The institution plans, acquires or builds, maintains, and upgrades or replaces its physical resources, including facilities, equipment, land, and other assets, in a manner that assures effective utilization and the continuing quality necessary to support its programs and services and achieve its mission.	SH	SH

Standard III.B. Physical Resources	COLLEGE	DISTRICT
3. To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.	SH	SH
4. Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.	S	P

Standard III.C. Technology Resources	COLLEGE	DISTRICT
1. Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution's management and operational functions, academic programs, teaching and learning, and support services.	SH	SH
2. The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality and capacity are adequate to support its mission, operations, programs, and services.	SH	SH
3. The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security.	P	S
4. The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to its programs, services, and institutional operations.	P	S
5. The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes.	P	S

Standard III.D. Financial Resources	COLLEGE	DISTRICT
1. Financial resources are sufficient to support and sustain student learning programs and services and improve institutional effectiveness. The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability.	P	S
2. The institution's mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner.	P	S
3. The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.	P	S
4. Institutional planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.	SH	SH

Standard III.D. Financial Resources	COLLEGE	DISTRICT
5. To assure the financial integrity of the institution and responsible use of its financial resources, the internal control structure has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making. The institution regularly evaluates its financial management practices and uses the results to improve internal control systems.	SH	SH
6. Financial documents, including the budget, have a high degree of credibility and accuracy, and reflect appropriate allocation and use of financial resources to support student learning programs and services.	SH	SH
7. Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.	SH	SH
8. The institution's financial and internal control systems are evaluated and assessed for validity and effectiveness, and the results of this assessment are used for improvement.	SH	SH
9. The institution has sufficient cash flow and reserves to maintain stability, support strategies for appropriate risk management, and, when necessary, implement contingency plans to meet financial emergencies and unforeseen occurrences.	SH	SH
10. The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.	SH	SH
11. The level of financial resources provides a reasonable expectation of both short-term and long-term financial solvency. When making short-range financial plans, the institution considers its long-range financial priorities to assure financial stability. The institution clearly identifies, plans, and allocates resources for payment of liabilities and future obligations.	S	P
12. The institution plans for and allocates appropriate resources for the payment of liabilities and future obligations, including Other Post-Employment Benefits (OPEB), compensated absences, and other employee related obligations. The actuarial plan to determine Other Post-Employment Benefits (OPEB) is current and prepared as required by appropriate accounting standards.	S	P
13. On an annual basis, the institution assesses and allocates resources for the repayment of any locally incurred debt instruments that can affect the financial condition of the institution.	—	—
14. All financial resources, including short- and long-term debt instruments (such as bonds and Certificates of Participation), auxiliary activities, fund-raising efforts, and grants, are used with integrity in a manner consistent with the intended purpose of the funding source.	SH	SH
15. The institution monitors and manages student loan default rates, revenue streams, and assets to ensure compliance with federal requirements, including Title IV of the Higher Education Act, and comes into compliance when the federal government identifies deficiencies.	S	P
16. Contractual agreements with external entities are consistent with the mission and goals of the institution, governed by institutional policies, and contain appropriate provisions to maintain the integrity of the institution and the quality of its programs, services, and operations.	P	S

STANDARD IV: Leadership and Governance

<i>Standard IV.A. Decision-Making Roles and Processes</i>	COLLEGE	DISTRICT
1. Institutional leaders create and encourage innovation leading to institutional excellence. They support administrators, faculty, staff, and students, no matter what their official titles, in taking initiative for improving the practices, programs, and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic participative processes are used to assure effective planning and implementation.	P	S
2. The institution establishes and implements policy and procedures authorizing administrator, faculty, and staff participation in decision-making processes. The policy makes provisions for student participation and consideration of student views in those matters in which students have a direct and reasonable interest. Policy specifies the manner in which individuals bring forward ideas and work together on appropriate policy, planning, and special-purpose committees.	SH	SH
3. Administrators and faculty, through policy and procedures, have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise.	SH	SH
4. Faculty and academic administrators, through policy and procedures, and through well-defined structures, have responsibility for recommendations about curriculum and student learning programs and services.	P	S
5. Through its system of board and institutional governance, the institution ensures the appropriate consideration of relevant perspectives; decision-making aligned with expertise and responsibility; and timely action on institutional plans, policies, curricular change, and other key considerations.	SH	SH
6. The processes for decision-making and the resulting decisions are documented and widely communicated across the institution.	P	S
7. Leadership roles and the institution’s governance and decision-making policies, procedures, and processes are regularly evaluated to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.	SH	SH

<i>Standard IV.B. Chief Executive Officer</i>	COLLEGE	DISTRICT
1. The institutional chief executive officer (CEO) has primary responsibility for the quality of the institution. The CEO provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.	P	S
2. The CEO plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution’s purposes, size, and complexity. The CEO delegates authority to administrators and others consistent with their responsibilities, as appropriate.	P	S

Standard IV.B. Chief Executive Officer	COLLEGE	DISTRICT
3. Through established policies and procedures, the CEO guides institutional improvement of the teaching and learning environment by: <ul style="list-style-type: none"> • establishing a collegial process that sets values, goals, and priorities; • ensuring the college sets institutional performance standards for student achievement; • ensuring that evaluation and planning rely on high quality research and analysis of external and internal conditions; • ensuring that educational planning is integrated with resource planning and allocation to support student achievement and learning; • ensuring that the allocation of resources supports and improves learning and achievement; and • establishing procedures to evaluate overall institutional planning and implementation efforts to achieve the mission of the institution. 	P	S
4. The CEO has the primary leadership role for accreditation, ensuring that the institution meets or exceeds Eligibility Requirements, Accreditation Standards, and Commission policies at all times. Faculty, staff, and administrative leaders of the institution also have responsibility for assuring compliance with accreditation requirements.	P	S
5. The CEO assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies, including effective control of budget and expenditures.	P	S
6. The CEO works and communicates effectively with the communities served by the institution.	P	S

Standard IV.C. Governing Board	COLLEGE	DISTRICT
1. The institution has a governing board that has authority over and responsibility for policies to assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution.	—	P
2. The governing board acts as a collective entity. Once the board reaches a decision, all board members act in support of the decision.	—	P
3. The governing board adheres to a clearly defined policy for selecting and evaluating the CEO of the college and/or the district/system.	—	P
4. The governing board is an independent, policy-making body that reflects the public interest in the institution’s educational quality. It advocates for and defends the institution and protects it from undue influence or political pressure.	—	P
5. The governing board establishes policies consistent with the college/district/system mission to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them. The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity and stability.	—	P
6. The institution or the governing board publishes the board bylaws and policies specifying the board’s size, duties, responsibilities, structure, and operating procedures.	—	P
7. The governing board acts in a manner consistent with its policies and bylaws. The board regularly assesses its policies and bylaws for their effectiveness in fulfilling the college/district/system mission and revises them as necessary.	—	P

Standard IV.C. Governing Board	COLLEGE	DISTRICT
8. To ensure the institution is accomplishing its goals for student success, the governing board regularly reviews key indicators of student learning and achievement and institutional plans for improving academic quality.	—	P
9. The governing board has an ongoing training program for board development, including new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.	—	P
10. Board policies and/or bylaws clearly establish a process for board evaluation. The evaluation assesses the board's effectiveness in promoting and sustaining academic quality and institutional effectiveness. The governing board regularly evaluates its practices and performance, including full participation in board training, and makes public the results. The results are used to improve board performance, academic quality, and institutional effectiveness.	—	P
11. The governing board upholds a code of ethics and conflict of interest policy, and individual board members adhere to the code. The board has a clearly defined policy for dealing with behavior that violates its code and implements it when necessary. A majority of the board members have no employment, family, ownership, or other personal financial interest in the institution. Board member interests are disclosed and do not interfere with the impartiality of governing body members or outweigh the greater duty to secure and ensure the academic and fiscal integrity of the institution.	—	P
12. The governing board delegates full responsibility and authority to the CEO to implement and administer board policies without board interference and holds the CEO accountable for the operation of the district/system or college, respectively.	—	P
13. The governing board is informed about the Eligibility Requirements, the Accreditation Standards, Commission policies, accreditation processes, and the college's accredited status, and supports through policy the college's efforts to improve and excel. The board participates in evaluation of governing board roles and functions in the accreditation process.	—	P

Standard IV.D. Multi-College Districts or Systems	COLLEGE	DISTRICT
1. In multi-college districts or systems, the district/system CEO provides leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. Working with the colleges, the district/system CEO establishes clearly defined roles, authority and responsibility between the colleges and the district/system.	—	P
2. The district/system CEO clearly delineates, documents, and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice. The district/system CEO ensures that the colleges receive effective and adequate district/system provided services to support the colleges in achieving their missions. Where a district/system has responsibility for resources, allocation of resources, and planning, it is evaluated against the Standards, and its performance is reflected in the accredited status of the institution.	—	P

Standard IV.D. Multi-College Districts or Systems	COLLEGE	DISTRICT
3. The district/system has a policy for allocation and reallocation of resources that are adequate to support the effective operations and sustainability of the colleges and district/system. The district/system CEO ensures effective control of expenditures.	—	P
4. The CEO of the district or system delegates full responsibility and authority to the CEOs of the colleges to implement and administer delegated district/system policies without interference and holds college CEO's accountable for the operation of the colleges.	—	P
5. District/system planning and evaluation are integrated with college planning and evaluation to improve student learning and achievement and institutional effectiveness.	S	P
6. Communication between colleges and districts/systems ensures effective operations of the colleges and should be timely, accurate, and complete in order for the colleges to make decisions effectively.	S	P
7. The district/system CEO regularly evaluates district/system and college role delineations, governance and decision-making processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals for student achievement and learning. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.	—	P

Approved by DPAC on 11/20/15

Roles & Responsibilities

The Board of Trustees is an independent, policy-making body that reflects the public interest in the institution’s educational quality. The Board of Trustees has authority over and responsibilities for policies to assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The Board of Trustees delegates full responsibility and authority to the Chancellor to implement and administer board policies without board interference and holds the Chancellor accountable for the operation of the district.

Functional Area	Accreditation Standard	Constituents	Board Responsibilities	Chancellor’s Responsibilities	Shared Responsibilities
Institutional Leadership	IV.C.1 IV.C.2 IV.C.3 IV.C.9 IV.C.5 IV.C.8 IV.C.10 IV. C. 13	Board of Trustees Senior Executive Staff College Presidents Academic Senates & Faculty Employee Groups/Unions District Employees Students Community Stakeholders	Act as a collective entity; once the Board reaches a decision, all Board members act in support of the decision Adhere to a clearly defined policy for selecting and evaluation the Chancellor Participate in ongoing program for Board development including new member orientation Establish policies to assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution Regularly review key indicators of student learning and achievement, and institutional plans for improving academic quality Regularly evaluates its practices and performance, including full participation in Board training; makes results public and uses results to improve Board performance, academic quality, and institutional effectiveness	Oversees orientation of new board members and leadership development opportunities for all Board members Assures completion of the Board’s annual goal-setting, self-evaluation and leadership and planning sessions Serves as chief executive of the District and assures academic quality and institutional effectiveness Supervises, coordinates, and evaluates the activities of the Chancellor’s Cabinet (presidents & executive staff) Advises the Board of Trustees on policy matters; assures the overall quality of all District–level decision-making, institutional policies, procedures, practices, and outcomes, and shared governance processes Includes a statement on the Board’s annual self-assessment as a report for a regular meeting agenda of the Board of Trustees In a regular report to the Board, informs the Board of Trustees of these items throughout the year	Board President and Chancellor consult on context of new Board member orientation Plan Board’s annual goal-setting meeting jointly Discuss policies to ensure academic quality Meet and plan the agenda for all regular Board and Committee meetings Review reports on each college’s financial standing Implement fiscal monitoring at colleges requiring assistance

Functional Area	Accreditation Standard	Constituents	Board Responsibilities	Chancellor's Responsibilities	Shared Responsibilities
			<p>Is informed about the Eligibility Requirements, the Accreditation Standards, Commission policies, accreditation processes, and the colleges' accredited status</p> <p>Supports through policy the colleges' efforts to improve and excel. The Board participates in evaluation of governing Board roles and functions in the accreditation process</p>	<p>Brings updates on the functional maps to the Board of Trustees for review and comment</p>	
Advocacy	IV.C.4	<p>Board of Trustees</p> <p>All District and college constituencies</p>	<p>Acts as an independent, policy-making body that reflects the public interest in the institution's educational quality</p> <p>Advocates for and defends the institution and protects it from undue influence or political pressure</p>	<p>Represents the District and District colleges to all local, state, and national constituencies in keeping with guidance from the Board of Trustees</p> <p>Working with the Board of Trustees, guides the development of legislative policy and advocacy positions on behalf of the District and the colleges</p>	<p>Develop position papers/points for discussion with elected officials, external agencies and members of the public</p>
Financial Stability and Resource Development	IV. C. 1	<p>Board of Trustees</p> <p>All District and college constituencies</p>	<p>Exercises authority over, and responsibility for, policies to assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution</p>	<p>Establishes long-range plans to assure District and college fiscal stability</p> <p>Assures that District resources are allocated in response to the District's mission and strategic goals and priorities</p> <p>Identifies and pursues initiatives to augment District and college resources and external partnerships</p>	<p>Receive and review quarterly fiscal reports on each college's and the ESC's budget expenditures</p> <p>Monitor the District's fiscal health by requesting and reviewing fiscal projections</p>

Functional Area	Accreditation Standard	Constituents	Board Responsibilities	Chancellor's Responsibilities	Shared Responsibilities
				<p>Engages in District-level strategic and long-range academic planning, fiscal stewardship, facilities and capital outlay planning and construction, general obligation bond management and enrollment management</p> <p>Provides budgetary accountability at the District and college level. Designs and implements District bond programs to secure bond funding</p>	
Policies and Procedures	IV.C.5 IV.C.6 IV.C.7 IV.C.11 IV.C.12 IV.C.13	Board of Trustees Senior Staff College Presidents Academic Senates, Faculty Unions All stakeholders	<p>Establish policies consistent with the district mission to ensure the quality, integrity and improvement of student learning programs and services and the resources necessary to support them</p> <p>Establish Board Rules specifying the Board's size, duties, responsibilities, structure, and operating procedures</p> <p>Act in a manner consistent with Board policies and rules; regularly assesses both for effectiveness in fulfilling the District's mission; revise as necessary</p> <p>Uphold and adhere to a code of ethics and conflict of interest policy within a clearly defined policy for dealing with behavior that violates its code and implements it when necessary</p> <p>Participates in an annual</p>	<p>Advises the Board in the development of Board policies and Board Rules</p> <p>Establishes and maintains District-wide administrative policies through Chancellor's Directives and Administrative Regulations</p> <p>Provides for the regular review of all directives and administrative policies</p> <p>Work with the Board president to ensure Board members' understanding of Board Rules through regular and Special meetings of the Board</p> <p>Provides leadership in the development of the District mission and strategic and facilities plans to support the educational environment and experiences of faculty, staff and students</p> <p>Serves as liaison between the colleges and the Board of Trustees</p> <p>Assists the Board in the conduct of its annual self-assessment</p>	<p>Discuss and develop long-range fiscal accountability and investment policies</p> <p>Review District's progress on strategic plan goals</p> <p>Prepare Board Rule changes as Notice items for broad discussion prior to adoption</p> <p>Meet and review educational and facilities master plans for alignment</p> <p>Meet jointly to discuss Board's self-assessment</p> <p>Periodically discuss Chancellor's progress on annual goals</p>

Functional Area	Accreditation Standard	Constituents	Board Responsibilities	Chancellor's Responsibilities	Shared Responsibilities
			<p>evaluation process and assesses the Board's effectiveness in promoting and sustaining academic quality and institutional effectiveness</p> <p>Delegate full responsibility and authority to the Chancellor to implement and administer Board policies without interference</p> <p>Holds the Chancellor accountable for the operation of the District</p>	<p>Provides leadership for collective bargaining processes</p> <p>Provides leadership for the on-going improvement of District-wide administrative support services</p> <p>Establishes and maintain the roles and responsibilities of the District in relation to the colleges and evaluates this delineation on a regular basis to improve District/college functions</p>	

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 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 executive staff and holds them accountable for the operations and programs offered at District colleges.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Institutional Leadership	IV.A.1, 2, 3, 4, 5 IV.B.1, 2, 3, 4, 5, 6 IV.D. 1, 2, 3, 4, 7	Board of Trustees Senior Executive Staff College Presidents Academic Senates & Faculty Employee Groups/Unions District Employees Students Community Stakeholders	Presidents provide leadership and management at the colleges to assure institutional quality Presidents encourage a culture of shared governance and participate in shared governance decision making Presidents assume responsibility for all educational and student services programs offered in the name of college Presidents represent the colleges in all collective bargaining processes Presidents demonstrate leadership in evaluating the college’s effectiveness in achieving its mission and goals to support the educational environment and experiences of faculty, staff and students Presidents demonstrate leadership in guiding the development of critical	Serves as chief executive of the District and assures academic quality and institutional effectiveness Advises the Board of Trustees on policy matters Oversees orientation of new board members Assures completion of the Board’s annual goal-setting, self-evaluation and leadership and planning sessions Supervises, coordinates, and evaluates the activities of the Chancellor’s Cabinet (presidents & executive staff) Assures the overall quality of all District –level decision-making, institutional policies, procedures, practices, and outcomes, and shared governance processes Provides leadership in the development of the District Mission and strategic and facilities plans to support the educational environment and experiences of	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
			<p>planning and goal-setting processes and in evaluating the effectiveness of these processes</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 participate actively in an on-going dialogue meant to clarify District/college functions and responsibilities</p>	<p>faculty, staff and students</p> <p>Provides leadership for collective bargaining processes</p> <p>Provides leadership for the on-going improvement of District-wide administrative support services</p> <p>Establishes and maintain the roles and responsibilities of the District in relation to the colleges and evaluates this delineation on a regular basis to improve District/college functions</p> <p>Serves as liaison between the colleges and the Board of Trustees</p>	
Policies and Procedures	IV.B. 2, 3, 4, 5	<p>Board of Trustees</p> <p>Senior Staff</p> <p>College Presidents</p> <p>Academic Senates, Faculty</p> <p>Unions; all Stakeholders</p>	<p>Presidents and college leadership participate in District-wide councils and committees to develop policy recommendations</p> <p>Presidents and college leadership monitor the effectiveness of policies and periodically make recommendations for their revision</p>	<p>Advises the Board in the development of Board policies and Board Rules</p> <p>Establishes and maintains District-wide administrative policies through Chancellor's Directives and Administrative Regulations</p> <p>Provides for the regular review and updating of all directives and administrative policies</p>	
Advocacy	IV.B.6 IV.D.1	<p>Board of Trustees</p> <p>All District and college constituencies</p>	<p>Presidents represent the college to external stakeholders and local, state and national constituencies</p> <p>Through Board committees and District-wide councils, presidents and college leaders participate in the formulation of advocacy positions and priorities</p>	<p>Represents the District and District colleges to all local, state, and national constituencies</p> <p>Guides the development of legislative policy and advocacy positions on behalf of the District and the colleges</p>	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Financial Stability and Resource Development	IV.B. 2, 3, 5, 6 IV.D. 1, 2, 3	Board of Trustees All District and college constituencies	<p>Presidents assure that college resources are allocated in response to institutional mission and in support of college strategic goals and priorities</p> <p>Presidents and college leaders assure that the institution is operated in a fiscally responsible manner and that long-term obligations are met</p> <p>Presidents and college leaders identify and pursue external funding sources to augment college budgets</p> <p>Presidents oversee the implementation of local bond projects in order to maximize outcomes and shepherd funding</p>	<p>Assures that District resources are allocated in response to the District's mission and strategic goals and priorities</p> <p>Provides budgetary accountability at the District and college level</p> <p>Establishes long-range plans to assure District and college fiscal stability</p> <p>Identifies and pursues initiatives to augment District and college resources and external partnerships</p> <p>Designs and implements District bond programs to secure bond funding</p> <p>Engages in District-level strategic and long-range academic planning, fiscal stewardship, facilities and capital outlay planning and construction, general obligation bond management and enrollment management.</p>	
District Foundation	IV. B. 3, 5, 6	All District and college constituencies	<p>College presidents participate in the selection of college foundation directors</p> <p>College presidents assure that college foundation operates in a fiscally responsible manner and complies with all pertinent laws and regulations</p>	<p>Participates in the selection of Director of the District Foundation and assists in Foundation activities and fund raising and institutional advancement efforts</p> <p>Assures that foundation operates in a fiscally responsible manner and complies with all pertinent laws and regulations</p>	

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, 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 administrative regulations as they effect business services and the District resources.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Procurement Contracts, and Purchasing	III. D.10	Vice Presidents of Administrative Services Staff involved in purchasing College Procurement Specialists (CPS's) Purchasing Aides/entry staff Presidents, Vice Presidents of Administrative Services All users of SAP Board of Trustees	Identify training needs, comply with Board Rules, Administrative Regulations, policies and procedures 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 and 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 records to be entered in SAP Enter purchasing and contract documents in	Provide training regionally on a semi-annual basis or in response to college-identified needs Update policies & procedures Manager coordinates college procurement specialists to promote consistency districtwide in processing of transactions Provide training to college procurement specialists Track patterns in regional and districtwide purchasing	Office of General Counsel and Procurement, Contracts, and Purchasing provide this training together

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
			system		
Real Property	III. D. 4 III. D.10	Vice Presidents of Administrative Services Enterprise Managers	Identify needs; perform due diligence as specified in Administrative regulations Provide feedback on benefits	Negotiate leases & permits > 14 days; bid if required Present to Real Property Team; comply with Administrative Regulations Take to Board for approval	
ESC parking & most of ESC repairs, utilities, etc.		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 Contract with property management firm to provide lobby security, parking attendant & Building Engineer services	
Board report preparation	IV. C. 1	Vice Presidents of Administrative Services Procurement	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	
AQMD Mobile Source Regulation		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	
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 information technology printouts Prepare for acceptance of Financial Aid, Payroll, Accounts Payable Warrants	Delivery of internal mail on schedule daily Delivery of information technology printouts	
Reprographics		Presidents	Submit items accurately and timely for Board agendas	Printing of Board agenda packets	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
		Vice Presidents Public			

Roles & Responsibilities

The ADA Compliance Administrator plans, develops, implements and administers a comprehensive ADA, ADAA, Section 504 and California Disability law compliance program for the District. The unit provides ADA Related training to District employees and designated College ADA Coordinators, is the District's liaison for the DSPS Coordinators, and facilitates the Districts ADA Advisory Committee.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Implementation and Monitoring of Self-evaluation and ADA Transition Plans	III.A.12	ESC Employees College Employees Students Members of the Public	Participate on Internal Committee for development and finalization of ADA transition plan and related policies	Finalize ESC Transition Plan and Monitor implementation over the next five years; ongoing re- evaluation of programs, services and facilities	Completion of all ADA requirements
Development of Interactive Policy Process and Implementation	III.A.11	Follow up on committee requests and recommendations Post meeting notices and minutes on the District's ADA website	Review and provide input on the Transition Plans	Plan and conduct meetings with internal committee. Provide drafts of plans and policies and meeting minutes for participants' review	
Establish and provide staff support to ADA ESC Advisory Committee	III.A.11	ESC Representatives College Representatives	Review and provide input on the Transition Plan	Plan and conduct meetings with internal committee. Provide drafts of plans and policies and meeting minutes for participants' review	
Respond to Requests for ADA Accommodation and Barrier Removal	III.A.12	ESC Employees College Employees Students Members of the Public	Process requests and forward to ADA Compliance Administrator if issue cannot be resolved at college level.	Serve as a resource to college staff and participate in interactive meetings with students, citizens, or employees when issues are not resolved at college level or are part of ESC	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Establish and provide staff support to ADA Advisory Committee	III.A.11	College Employees Constituency group Representatives Student Representatives ESC Representatives Representatives of Agencies that provide services to people with disabilities	Review ADA Transition Plans and related ADA policies for programs, policies and facilities	Follow up on committee requests and recommendations Post meeting notices and minutes on the District's ADA website	
Provide training on ADA compliance	III.A.14	ESC Employees College Employees	Schedule training workshops at least once a year	Develop training program for college staff on ADA policies and compliance process Provide ADA and Interactive Process training to college leadership staff and ESC employees Track training progress Attend ADA related conferences/workshops to maintain knowledge of ADA requirements	
Provide annual report to Board of Trustees on ADA Transition Plans and implementation updates	III.A.12	Board of Trustees Senior Staff College Presidents Employee Constituent Groups Students	Implementation College ADA transition plans	Provide overview of transition plans and ongoing process Monitor implementation of ADA transition plans	

Roles & Responsibilities

The Office for Diversity, Equity and Inclusion is responsible for the administration of all functions performed by 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 for Diversity, Equity and Inclusion 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, oversees Project Match, and ensure compliance with Title IX requirements.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
District EEO Plan	III. A. 12	College Presidents Compliance Officers Faculty and Staff Units EEO Committees	Provide input for development and implementation of the plan	Develop, implement, update, and disseminate a written plan district wide Provide training on contents of the plan	Review plan every three years
Unlawful Discrimination Complaint Processing	III. A. 12	Office of General Counsel Presidents Deputy Chancellor Compliance Officers	Receive, review and refer complaints to Office for Diversity, Equity and Inclusions Provide information to Office for Diversity, Equity and Inclusion for response to complaints from county, state, and federal agencies	Receive, coordinate and review all complaints Process complaints within timelines established by Title V and by various regulatory agencies	Received and review complaints
Title IX Requirements	III. A. 12 & 14	Office of General Counsel Presidents Deputy Chancellor Office of Diversity Equity, and Inclusion Senior Title IX Coordinator College Title IX Coordinators	Review reports of investigation and render final decisions Post revised Board Rules for Title IX on college website Publish name and contact information for College Title IX Coordinator on website, in catalog, etc. Prepare and publish list	Investigate complaints of unlawful discrimination Coordinate response to complaints filed with state and federal agencies Revise and update Board Rules XV and XVI for Title IX Compliance; post same on ESC website Publish name and contact information for Senior Title IX Coordinator and College Title IX Coordinators on ESC website.	Respond to complaint inquires Post revised Board Rules for Title IX on website Publish name and contact information for Senior Title IX Coordinator and College Title IX Coordinator(s) on website. Prepare and publish list of local resources for

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
		<p>Title IX Investigators Title IX Advocates Compliance Officers</p>	<p>of local resources for sexual assault victims and alleged perpetrators</p> <p>Implement online training and supplement it with in-person training and related presentations</p> <p>Manage Title IX complaints, i.e. discrimination complaints</p> <p>Maintain records of Title IX reported incidents</p> <p>Disseminate climate survey</p> <p>Do intake for Clery Act reporting</p> <p>Work with Athletics Director to submit reports timely.</p>	<p>Prepare and publish list of local resources for sexual assault victims and alleged perpetrators</p> <p>Ensure Title IX training is available for all employees and instructional material is available for all students. Implement employee training at the ESC and supplement it with in-person training and related presentations</p> <p>Manage Title IX complaints, i.e. discrimination complaints, with processing pursuant to Title IX of the federal Education amendments of 1972</p> <p>Maintain records of Title IX reported incidents</p> <p>Prepare and disseminate climate survey. Compile and report results</p> <p>Do intake for Clery Act reporting, share data with Sheriffs who submit reports</p> <p>Ensure that required Athletic Department reports are submitted and accurate</p>	<p>sexual assault victims and alleged perpetrators</p> <p>Implement online training and supplement it with in-person training and related presentations</p> <p>Manage Title IX complaints, i.e. discrimination complaints per Title IX</p> <p>Maintain records of Title IX reported incidents</p> <p>Disseminate climate survey.</p> <p>Do intake for Clery Act reporting</p> <p>Submit Athletic Department reports timely</p>
<p>Project MATCH</p>	<p>III. A. 14</p>	<p>Presidents Vice Presidents of Academic Affairs & Student Services Program Steering Committee Program Manager</p>	<p>Participate in selection of Interns</p> <p>Approve program mentors</p>	<p>Administer Project MATCH as an outreach program to increase faculty diversity</p> <p>Ensure Interns are selected and training is provided by July 1 of each year</p> <p>Track placements of Interns that successfully complete the program</p>	<p>Identify program mentors</p> <p>Select program coordinator</p>

Roles & Responsibilities

The CFO/Treasurer advises the Board, the Chancellor, and the District Budget Committee on long-term strategies for purposes of financial planning, oversees the issuance of bonds in the District’s name, and supervises long term District liabilities and investments. The CFO also oversees the District’s internal audit unit, serves as District liaison on external budget matters, external audit, and monitors corrective actions taken in response to external audit recommendation.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Strategic Fiscal Planning	III. D. 1 III. D. 2 III. D. 3 III. D. 4	Board of Trustees Chancellor District Senior Staff District Administrative Staff Presidents College Administrative Staff	Preparation of college tentative and final budgets within the allocations provided Timely preparation of the college operations plan Respond to document requests from Fiscal Policy and Review Committee Participate, if needed, in the Allocation Grant Process	Oversee the development of long-term, strategic fiscal plan Oversee the development of long-term, strategic investment strategies Monitor the effectiveness of Board approved allocation mechanisms Support the District Budget Committee & Fiscal Policy and Review Committee Assist in the Allocation Grant Process for colleges that do not maintain positive ending balances	
Bonds & Investments	III. D. 1 III. D. 2 III. D. 3 III. D. 4 III. D.11 III. D.14	Board of Trustees Chancellor District Senior Staff District Administrative Staff Presidents College Administrative Staff	Provide accurate information required for bond and other projects requiring long-term financing	Research and develop strategies for sale of bonds for District capital construction programs Oversee bond sales Oversee sales of certificates of participation, etc. for District	
District Liaison on	III. D. 1 III. D. 2	Board of Trustees Chancellor		Provide accurate information on the state of District fiscal resources to all external	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Budget and Finance	III. D. 3 III. D. 4 III. D. 6	District Senior Staff District Administrative Staff Presidents Community Stakeholders		stakeholders Represent the District at all state and national organizations involved in budget and finance	
External Audit: Executive Liaison	III. D. 6 III. D. 7	District Office Senior Staff and Unit Managers College Senior Staff	Forward inquiries from external auditors to district	Coordinate audit activities with external auditors and serve as Executive liaison	

Roles & Responsibilities

The Accounting Office is responsible for providing centralized financial and business services and facilitating effective financial and business services district-wide. Responsibilities of the division include district accounting, fiscal reporting, accounts payable and payroll disbursement and reporting, and central student financial aid administration.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
General Accounting	III. D.10	Board of Trustees District Senior Staff District Administrative Staff Presidents College Administrative Staff	Accounting and reporting for all financial transactions that occur at the college Collection, depositing, and reporting of all monies at the college Maintaining appropriate accounting and reporting guidelines and practices at the college Coordinating the closing of the college books at month end and year end Responding to financial audits or site monitoring visits	Accounting and reporting for all financial transactions that occur at the college Collection, depositing, and reporting of all monies at the college Maintaining appropriate accounting and reporting guidelines and practices at the college Coordinating the closing of the college books at month end and year end Responding to financial audits or site monitoring visits	Ensure District-wide compliance with GASB, GAAP, Ed Code, and other federal and state requirements. Analyzes state legislative and administrative policies, regulations, and policies to determine their impact on the accounting, payroll, and related operations of the District and the Colleges Maintain accounting reporting integrity by ensuring accuracy and full compliance with Board Rules, administrative regulations, Federal, state, and local regulations
Accounts Payable	III. D.10	Board of Trustees District Senior Staff District Administrative Staff Presidents College Administrative	Processing invoices for payments at the college level and entering them into the SAP payment system Maintain supporting expenditure records and files for all college purchase orders and contracts within their college authorized thresholds.	Processing accuracy and timely payments following in the areas: <ul style="list-style-type: none">• Payments to vendors.• Reimbursement to employees• Student financial aid refunds Provide training to colleges in following areas: <ul style="list-style-type: none">• Invoice verification (AP) process to ensure accuracy and compliance	Assurance of internal and external requirement Improve coordination among Colleges and District in order to achieve efficiencies and avoid duplication of payment

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Central Financial Aid	III. D.10 III. D.15	Board of Trustees Presidents College Administrative District Senior Staff District Administrative Staff Students	Processing student financial aid awards Disbursement of student financial aid funds Maintenance of appropriate and verifiable documentation	Research database for payment information Provide training to colleges with emphasis on: <ul style="list-style-type: none"> • Creating a “train the trainer” work environment. • Use of Financial Aid Management System (FAMS) • Financial Aid Policies and Procedures • Student Loan Administration Update and disseminate: <ul style="list-style-type: none"> • LACCD Student Financial Aid Policies and Procedures Manual • Financial Aid Management System (FAMS) 	Provide administrative direction to Student Financial Aid programs Ensure District-wide compliance with Title-V regulations.
Payroll	III. D.10 III.D. 7 III.D. 8	Board of Trustees District Senior Staff District Administrative Staff & Unit Managers Presidents College Administrative Staff	Report time for all college staff Provide payroll information to the college staff Forward inquiries from external auditors to district	Payment of salaries for all employees to include all deductions Provide training to colleges on following: <ul style="list-style-type: none"> • Data entry • Time reporting • Policies and procedures Development of policies and procedures to ensure control and compliance with district and regulatory requirements Review, update and disseminate standardized forms Coordinate audit activities with external	Provides technical advice to the colleges on complex payroll matters Creates District-wide payroll reports and provides analysis to measure performance and identify deficiencies which might affect the ability of the Colleges to meet financial and operational performance standards and goals. Represents the District before state and local agencies on matters in relation to district accounting, payroll, special funds and related activities

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
				auditors and serve as liaison Assist in gathering requested information	

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	Shared Responsibilities
Budget Planning and Development	III.D. 1 III.D. 2 III.D. 3 III.D. 4 III.D. 6 III.D.11	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	Development and implementation of Board approved allocation mechanisms for resource allocation Development of revenue projections for state general revenue, property taxes, nonresident tuition, enrollment fees, lottery revenue and other federal, state, and local revenue Development of budget operation plan and provides instructions and guidelines for colleges to develop their budget plans Researching and compiling historical fiscal data to support allocation development Developing Tentative Budget and Final Budget for Board adoption	Provide adequate resources to carry out the mission of colleges and the District Assurance of District and college fiscal stability Identification of college financial conditions and internal control weaknesses
Budget Management and Financial Analysis	III.D. 1 III.D. 2 III.D. 3 III.D. 4 III.D. 6 III.D.11	Board of Trustees Chancellor Cabinet District Budget Committee College Administration District Administration	College Monthly Projection and Quarterly Reports Review program revenues and expenditures Review Program/Fund Budgets Monitoring College Financial Plan	Monitoring college financial plans, monthly and quarterly projections Implementation of budget procedure changes to comply with federal, state, and local laws and regulations of Board rules Implementation of contractual salary and health benefit increases Analyzing the operational plan for technical accuracy and policy	Improve revenue Expenditure projections to support fiscal planning Assurance of internal and external reporting requirements Improve efficiency and coordination among colleges and District in

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
		State Chancellor's Office State, Federal, Local Agencies	Budget Analysis Revenue and Expenditure Projections	compliance Assisting colleges, district office and district-wide locations in development and analysis of their budget and expenditures Preparation of expenditure analysis and publish annual Budget and Expenditure analysis report Provide monthly salary distribution reports, monthly cyclical expenditure data to colleges File mandated costs reimbursable filing with the State (for the Brown Act and collective bargaining)	maximizing revenue generation
Budget Operations	III.D. 1 III.D. 2 III.D. 3 III.D. 4 III.D. 6	College Vice Presidents of Administration College Business Offices College Budget Users Specially Funded Program Directors Enterprise Program Managers	Process College Budgets Process Budget Transfers Process Budget Changes/Adjustments Review College Budgets	Developing & updating of master budget data Reviewing technical data for accuracy Preparation of Board reports to accept new income, authorize new organization memberships, transfer funds from reserves, or between other funds, and to make budget adjustments Researching problems involving funding, balances, and policies Processing budget adjustments Verifying updated budget entries Reviewing of budget changes and reduce monthly cyclical projections Monthly appropriations/revenue balancing Year-end budget carried forward activities	

Roles and Responsibilities

The Internal Audit Department (IAD) is responsible for the development of the district-wide Audit program and assisting management in mitigating risk by implement controls. IAD assists the Board of Trustees and executive management in the effective discharge of their responsibilities. To this end, Internal Audit will furnish the Board of Trustees and executive management with analysis, appraisals, recommendations, counsel and information concerning he activities reviewed. IAD manages the LACCD Whistleblower hotline with the sole objective to protect the integrity of the LACCD and ensure that LACCD is meeting its core objective that of rendering quality service to the students. IAD also manages the Board investigation program to ascertain that taxpayer money is used in the manner as intended.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Risk Assessment	III. D. 2 III. D. 8 III. D. 9 III. D.10	District Office Senior Staff and Unit Managers College Senior Staff and Unit Managers	College managers identify areas of concern and assists in evaluating risk	Carry out risk assessment with college and district office managers	Assist College Senior staff in mapping and assessing risk based on risk tolerance Recommend Key controls to be implemented by the college
Internal Control & Compliance Audits	III. D. 5 III. D. 8	District Office Staff College Senior Staff Business Office staff	Provide appropriate documentation for audits Organize meetings with appropriate staff groups	Review all business and finance systems to ensure compliance with relevant policies, procedures, laws and statutory regulations Review procedures for safeguarding assets and verify the existence of current assets	Make the necessary recommendations warranted to assist manager in developing strong controls that will help mitigate risk impact
Operational Audits	III. D. 5 III. D. 8	District Office Staff College Senior Staff Business Office staff	Provide appropriate documentation for audits Organize meetings with appropriate staff groups	Review operations and programs to determine whether results are consistent with established goals, objectives, and plans Assess the effectiveness and efficiency with which resources are utilized	Make the necessary recommendations to help management in operating effectively and efficiently
External Audit: implementation of corrective action	III. D. 7	District Senior Staff and Unit Managers	Develop and implement corrective action plan	Validate that corrective action plans are implemented and are working as intended	Assist in the implementation of effective Corrective Action Plan (CAP) by conducting training

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
plan		College Senior Staff		Assist in the implementation of effective corrective action plan	and performing review of the CAP. Make recommendation that will assist management updating CAP when the CAP is not working as intended
Investigations	III. D. 5	Board of Trustees Chancellor College Presidents	Notify District Office audit staff of any suspected or confirmed improprieties	Ensure that all alleged or verified improprieties are investigated	Working with the College Senior Staff in focusing the audit resources and areas that are required by the College. Audit Schedules are developed with consultation with the College senior staff
Administrative Reporting	III. D. 2 III. D. 5	District Office Staff College Senior Staff Business Office Staff	Assist in preparation of annual audit reports by providing college-specific information as needed	Submit annual audit schedule and summary activity report to the Chancellor and the Board's Budget and Finance Committee	Working with the college Senior Staff in focusing in areas that are required by the College. Audit Schedules are developed with Consultation with Senior Staff
Consulting	IV. D. 6	District Office Senior Staff College Presidents and Senior Staff	Identify issues and or problems that require the assistance of Internal Audit Engage staff in consulting process	Assist with the development of new programs and processes Assist with problem areas identified by the colleges	Conduct training and perform test of controls to ensure that implemented controls are working as intended

Roles & Responsibilities

The Division of Economic and Workforce Development (EWD) facilitates the development of career technical education programs across the District by working with regional industries and businesses to identify future workforce training opportunities, and by collaborating with public and private agencies to secure funding for program development. EWD works with Districtwide Career Technical Education (CTE) programs and with college administrators, Academic Senates, and faculty leaders to facilitate program innovation and improvement. EWD also prepares and submits District-level reports, coordinates student survey process with colleges provides information to colleges regarding CTE funds and their use, and keeps colleges informed of state and national issues affecting CTE programs.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Grant Development	III.D.16	VP's of Workforce and Economic Development Deans of CTE and Economic Development College Presidents District & College Academic Senates	Grant development and formulation of committee to develop a grant Grant preparation, identification of partners/collaborators and matches Final approval and authorization	Gathering of data and information to support grant Assist in development of match and identification of partners/collaborators Final approval	Grant Development activities with college-based units Submission and deployment of grant proposals
Contract Education	III.D.16	VP's of Workforce and Economic Development Deans of CTE and Economic Development	Authorize development of contract and approve amount Initiate contract negotiations and development of training program	Provide information and formulation of contract Provide information on amount of contract	Communications on partnership development

Division: Economic and Workforce Development

Unit: Workforce Development

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Business Relations and Community Development	III.D.16	College Presidents L.A. Workforce Systems Collaborative Group WIB City of L.A. LA Chamber LAEDC	Final approval of contract conditioning and amount Develop college specific programs for sector-employer initiatives Develop new sources of funds for sector-employer initiatives Convene LACCD, K-12, WIB to develop sector-employer initiatives	Verify profit and loss margin for contract Work with colleges to develop training programs for sector sector-employer initiatives Facilitate discussion between employers and colleges	Communications on regional strategic alignment and partnership development
Career Technical Education (CTE/Perkins IV)	II.C.2	College Deans of Career and Technical Education State Systems Office CTE/Perkins IV division Regional WIBs and other associations District Leadership	Develop and implement funding distribution system for distributing CTE/Perkins IV funds to career and technical departments Ensure that program activities and expenditures are consistent with the approved annual plan Hold advisory meetings at least once per year for each CTE/Perkins IV funded program. Conduct program reviews every 2 years	Provision of information, assistance and guidance to District and college leaders to assist them in achieving their institution's mission and goals Review and revision educational support systems & procedures in order to provide improved efficiency and effectiveness	Application Development activities between colleges and the District Data gathering and reporting between colleges and the District

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Adult Education	II.C.2	<p>College Presidents, VP's of Academic Affairs, Workforce and Economic Development, and Student Services</p> <p>Deans of CTE and Economic Development</p> <p>District and College Academic Senates</p> <p>Local Unified School District(s)</p> <p>Workforce Development system and added-value partners</p>	<p>Participate in the development of college-based adult educational services</p> <p>Attend regional consortium events and educational service alignment meetings</p> <p>Provide reports on educational services and student support services</p>	<p>Develop the annual plan for the District's regional adult education program</p> <p>Work closely with regional Unified School Districts and participate in contract negotiation and partnership development activities</p> <p>Act as the state liaison</p> <p>Provide information to college leadership and college-level units</p> <p>Provide financial and programmatic support for the regional consortium</p>	<p>Participation on regional educational alignment activities</p>

Roles & Responsibilities

The Division of Economic and Workforce Development (EWD) facilitates the development of career technical education programs across the District by working with regional industries and businesses to identify future workforce training opportunities, and by collaborating with public and private agencies to secure funding for program development. EWD works with Districtwide Career Technical Education (CTE) programs and with college administrators, Academic Senates, and faculty leaders to facilitate program innovation and improvement. EWD also prepares and submits District-level reports, coordinates student survey process with colleges provides information to colleges regarding CTE funds and their use, and keeps colleges informed of state and national issues affecting CTE programs.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
CalWORKs Support	II.C.2	District CalWORKs Director College CalWORKs Directors County DPSS State Systems Office CalWORKs Unit Businesses and other employers City and County WIBs	Develop annual plan for state CalWORKs funds Plan and Implement programs according to annual plan Manage CalWORKs budgets Attend State and County trainings Liaison with County DPSS on behalf of students Coordinate with other campus programs and activities for CalWORKs students Provide information to District CalWORKs for annual and quarterly and monthly financial reports and final program reports for County and State Provide information to DPSS upon request Enter each CalWORKs student in District MIS screen	Provision of information, assistance and guidance to District and college leaders to assist them in achieving their institution's mission and goals Provide District-wide coordination and leadership in the planning, development, management and evaluation of the CalWORKs Program CalWORKs point-of-contact with the State Chancellor's Office Serve as contract manager for the Los Angeles County DPSS Coordination grant Represent the District in contract negotiations for the DPSS CalWORKs Coordination grant and South Bay Workforce Investment Board (South Bay WIB) work-study contract	Data gathering and reporting

Roles & Responsibilities

The Educational Support Services Division assures that college educational and student services programs comply with all appropriate statutes and regulations; coordinates the curriculum, 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.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Student Services Support	I. C. 5 II.A.10 II.C. 8	V.P.s of Student Services Deans of Student Services Student Services Program Managers (DSPS, EOPS, ASO Advisors, etc.)	Deliver student services Manage programs Identify policy, systems and procedural needs	Review, revise, consult and implement student services Board rules and administrative regulations (e-Reg's) in response to college /district needs and statutory requirements Maintain systems (including SIS) and District-level procedures in support of college's efficient and effective provision of student services	Ongoing monitoring and evaluation of systems, policies, procedures and services in support of student achievement and success
Student Discipline	I.C.8	V.P.s of Student Services Deans of Student Services	Ensure compliance with student discipline process, notifications and timelines; submit complete materials for BoT consideration	Review expulsion requests and supporting documents; prepare materials and agenda for Board consideration	Timely and accurate student notification of pending disciplinary actions
Student Trustee and BOT Student Affairs Committee	IV.A.2	Student Trustee BOT committee members ASO Presidents ASO Deans	Conduct Student Trustee elections Provide representation to Student Affairs Committee Work collaboratively	Provide support to Student Trustee and BOT Student Affairs Committee (SAC) Ensure student participation in shared governance committees Certify annual election of the BOT Student Trustee	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Curriculum Support	II.A.5 II.A.9 II.A.12 IV.A.4	V.P.s of Academic Affairs DAS Deans District Curriculum Committee	Develop, revise, implement and approve courses and programs, both for-credit and noncredit. Develop and implement program and viability review procedures Schedule sections, deliver courses, award degrees and certificates. Ensure accuracy and relevance of curriculum to college mission and student need	Provide support and guidance to District faculty, staff, and administrators on curricular matters, including processes and timelines. Maintain District curriculum database (Protocol); ensure compliance with State law and District policy, including units, hours, scheduling, and degree awards. Issue curriculum postings for new, or revised, courses and programs Provide support to District Curriculum Committee Chair and membership Maintain District-wide programs database (PRAP table); ensure accurate alignment with State curriculum inventory Maintain subject and load tables used to derive faculty pay in SAP	Ensure courses, degrees and certificates are recorded and awarded accurately Ensure course and program offerings accurately reflect current transferability, prerequisites and other
Data, Systems, and Reporting Oversight	II.A.4 II.A.5 II.A.9 IV.A.4	Curriculum Deans College researchers IT staff	Input data, information, student contacts and records timely and accurately Monitor data reporting	Ensure integrity of District-wide course and programs tables Research and resolve data inconsistencies Provide direction and guidance IT programming staff to ensure SIS is legally compliant in academic and student enrollment areas	Monitor timeliness and accuracy of data submitted to state and reporting entities

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Board Agenda, Approvals, and Support	IV.A.6 IV.D.6	Board of Trustees V.P.s of Academic Affairs College Presidents College researchers		Prepare ESS agenda items for curriculum, student travel and student discipline, ensuring accuracy and legal compliance Prepare IESS agendas and work with colleges to respond to Board inquiries Provide technical support to colleges on documentation, legal requirements, and process flow required for Board approvals	

Roles & Responsibilities

The Office of Institutional Effectiveness is responsible for coordinating district-level strategic planning and research, attendance accounting reporting, and support of accreditation at both the Educational Services Center and colleges. The Office provides coordination services, research and policy information, and analytical and technical expertise to facilitate these functions. Institutional Effectiveness also serves as liaison to the Board of Trustees and other college and external constituencies on all matters of institutional accountability.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Attendance Accounting	III. D. 1, 2, 3, 7 IV. D. 5	CCCCO District leadership Academic Affairs VPs Budget Office College Researchers & Planners Ad Hoc work groups	Provide information concerning college enrollment planning Provide college-based information requested by auditors Monitor missing positive attendance rosters and database coding to ensure accurate attendance accounting reporting	Report Apportionment Attendance to state as required. Provision of information and assistance to District and college leaders to assist in enrollment planning and achieving FTES goals Audit support: Provide District and college information on state compliance items to auditors. Assist with collection and interpretation of information from colleges. Assist colleges in identifying and correcting potential audit problems Review and revision of student and section data systems as required for compliance and in order to provide improved efficiency and effectiveness; troubleshooting of student data system problems Participation in and help facilitating conversion to new student information system (PeopleSoft) on calendars, accounting methods, class scheduling, state reporting requirements	Validate attendance accounting information to ensure accurate reporting Share enrollment projections in assessing District FTES targets

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Strategic Planning	I. A. 1-4 I. B. 1-9 II. A. 1, 16 IV. D. 5	Trustees Chancellor Cabinet College Planners & Researchers All District employees	<p>Provide input to the strategic planning process through participation on the District Planning Committee</p> <p>Align college goals and objectives with those of the District Strategic Plan</p> <p>Design and implement regular, systematic college-level planning processes, including educational master planning, strategic planning, facilities master planning, information technology planning, budget planning, and program review</p> <p>Establish cycles of assessment and program improvement linked to planning goals and objectives</p> <p>Assess effectiveness of all college programs and make changes to improve institutional effectiveness</p> <p>Report on a regular basis to local stakeholders, the public, and the Board of Trustees on the effectiveness of college planning efforts</p>	<p>Guide periodic review of the district's mission, assess the effectiveness of its implementation, and assure that the mission aligns with the district's strategic goals and priorities</p> <p>Support the design, implementation, and assessment of the District Strategic Planning process leading to publication of the District Strategic Plan (DSP)</p> <p>Review and modify DSP goals and objectives on a periodic basis</p> <p>Define and monitor strategic plan outcome measures</p> <p>Monitor the effectiveness of district and college efforts in support of DSP goals and objectives</p> <p>Coordinate annual presentations to the Board of Trustees and other groups on strategic plan outcomes Student Success Scorecard. Provide support to the District Planning and Accreditation Committee (DPAC)</p> <p>Serve as liaison to Board of Trustees and Chancellor on issues related to strategic and educational planning</p> <p>Serve as liaison to state and national groups associated with institutional effectiveness and planning</p>	<p>Provide input on methodology for strategic plan measures</p> <p>Share information on best practices concerning strategic planning models and reporting systems</p> <p>Provide feedback on presentation of accountability information to Board of Trustees</p> <p>Provide feedback on assessment and updates of District Strategic Plan</p>

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Accreditation Support	I.C.1 IV. A. 7 IV. D. 5, 7	Trustees Chancellor Cabinet College Accreditation ALOs, Faculty Chairs, and Steering Committees Academic Senates	Colleges offer educational and student support services that fulfill all eligibility requirements for accreditation Complete accreditation self-study, midterm, and progress reports in a timely manner Submit reports for public board review and approval prior to forwarding them to the ACCJC Participate in district-wide accreditation coordination activities, including those devoted to reviewing and updating the "Functional Map" of district/college duties and responsibilities	Assist college personnel in coordinating accreditation efforts for comprehensive site visits and midterm and progress reports Organize colleges to participate actively and constructively in all accreditation efforts Provide college accreditation leaders information in support of district-wide accreditation issues Monitor college progress in responding to accreditor recommendations Serve as liaison to the Board of Trustees and the Chancellor on all issues related to college accreditation Coordinate the production, review, and updating of the "Functional Map" of district/college responsibilities and duties Monitor and interpret ACCJC standards and policies Coordinate responses to accreditation standards that reference multi-college district or district level functions	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Institutional Research	I. A. 2, 3 I. B. 1, 2, 3, 4, 5, 6, 7, 8, 9 II. A. 2, 6, 7, 8, 14, 16 II. C. 1, 2, 7	Trustees Chancellor Senior Staff District wide committees and initiatives Presidents College Vice Presidents College Researchers and Planners District Employees General Public	Publish "Fact Books" if desired Provide data unique to college or special programs for purposes of educational master planning, program review, viability review, etc. Create comparisons or views of data of particular interest to individual colleges Interpret to campus and local publics Research and analysis for individual college issues Participation in District Research Committee District Research Committee for sharing of information and best practices	Develop, maintain, disseminate, and interpret District Strategic Plan data Produce data and populate Institutional Research web site Facilitate access to data and interpret as needed to all constituents Maintain SIS data for SAP Business Warehouse Provide support to SIS modernization to ensure data integrity, validity, and accuracy Monitor Student Information System (SIS) for data integrity and accuracy Respond to requests for information and research in support of college and district Requests for data and analysis by colleges, district staff, and external agencies Provide guidance to college researchers on accessibility, validity, and use of SIS data Coordinate and monitor IPEDS submissions and outcomes Maintain currency and expertise in higher education policy Verify consistency and accuracy of data for MIS reporting Monitor Student Success Scorecard reports	Response to research requests Evaluate and improve data systems Provide expertise to facilitate accountability reporting Share information on data, accountability, research, and educational policy issues Share and discuss research questions and policy issues

Roles & Responsibilities

The Office of Student Success works with district faculty and staff to improve student learning and educational outcomes across our nine colleges. It oversees the activities, staff, and resources supporting several district-wide student success efforts—efforts guided by the LACCD Framework for Student Success, adopted in 2007, with ongoing input from the LACCD Student Success Initiative Steering Committee (SSISC). Additionally, the Office of Student Success directs the activities of California Community Colleges’ Success Network ([3CSN](#)) which is the statewide professional development initiative funded through a California Community College Chancellor’s Office grant awarded to LACCD in 2009 and, beginning in 2013, renewed for five more years.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Student Success	I. B. 5, 7 II. A. 2, 3, 4, 7 II. C. 1, 2, 3, 5, 6, 7	Trustees, Chancellor, Cabinet VPs of Academic Affairs, Student Services Academic Senates Student Success and Support (SSSP) Coordinators	Participate in District-wide Student Success Initiative (SSI) activities and other local activities designed to increase student success Organize activities on campus devoted to enhancing student success Participate in State Basic Skills Initiative and other Statewide student success initiatives Designate appropriate individuals to participate in the student success and professional development activities Committee, and other groups related to the SSI Represent the college to local, regional and statewide constituencies on issue of student success and basic skills	Support District-level Student Success Initiatives Work with the faculty, staff and administration to implement policies related to student success Organize and implement district-wide activities in support of student success, including the Faculty Teaching & Learning Academy and other workshops and events Coordinate the district-wide response to the CCCCCO’s Basic Skills Initiative and facilitate the sharing of effective practices and BSI reporting requirements	

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	Shared Responsibilities
Capital Outlay Program	III. B. 1 III. B. 2	State Chancellor's Office Presidents College-Vice Presidents General College Admin Staff Bond Program Management Team CPD'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 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 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	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Scheduled Maintenance	III. B. 1 III. B. 2 III. B. 3	State Chancellor's Office Presidents College Vice Presidents General College Admin Staff Bond Program Management Team CPD'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 claims 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	
MTA/FTA Program	III. B. 1	MTA College Presidents College Vice Presidents College Administrative Staff Bond Program Management Team CPD's Consultants	Identify Projects Have a basic understanding of FTA project guidelines Manage Projects and Notify District on Status of Projects Submit Quarterly Report information required by FTA to the District Maintain Schedules and inform Program Management and	Provide compliance information to Colleges Single point of contact between the College and the MTA Provide guidance and support services to the Colleges Review the MTA submissions for compliance Submit Quarterly Report and other documentation to the State on	

Division: Facilities Planning and Development

Unit: Facilities

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
		Surrounding Community	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	behalf of the College Respond timely to requests for information from Colleges Assist Colleges in claiming funds from the FTA	
Space Inventory	III. B. 1 III. B. 2	State Chancellor's Office College Presidents Vice Presidents College Administrative Staff Bond Program Management Team CPD'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	
FEMA	III. B. 1	FEMA College Presidents Vice Presidents College Administrative Staff Bond Program Management Team CPD'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	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	

Division: Facilities Planning and Development

Unit: Facilities

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
			Respond timely to requests from the District Submit claiming document to the District in a timely manner	Assist colleges in claiming funds from FEMA	
Special Grant Funding Programs/Incentive Programs	III. B. 1 III B. 2	Program Administrators College Presidents Vice Presidents College Administrative Staff Bond Program Management Team CPD's Consultants	Identify Projects Have a basic understanding of the Grant Funding/Incentive Agency Guidelines Manage Projects and Notify District on Status of Projects Maintain Schedules and inform District of Changes Follow Grant Funding/Incentive Agency Guidelines for submission of documentation to the Grant Funding/Incentive Agency Comply with Grant Funding/Incentive Agency 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 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	

Roles and 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	Shared Responsibilities
Program Management	III.B.1 III.B.2 III.B.3	Board of Trustees District Senior Staff District Administrative Staff Presidents College Administrative 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	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Pre-Construction Services	III.B.1 III.B.2 III.B.3 III.B.4 III.C.2	Board of Trustees District Senior Staff District Administrative Staff Presidents College Administrative Staff Program Management Team CPD's A/E's DSA Outside Agencies State Chancellor's Office	Shared Governance Project Development, Prioritization, Participation and Execution Monitor, Review and Approve Design CPD Oversight of Design Process CPD 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 Develop Building Standards Foster Alternative Delivery Systems such as: Design/Build Continuous planning for technology to ensure its technological infrastructure, quality and capacity are adequate to support the institution's mission, operations, programs and services.	

Division: Facilities Planning and Development

Unit: Bond Programs

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Construction Services	III.B.1 III.B.2	Board of Trustees District Senior Staff District Admin Staff Presidents College Admin Staff Program Management Team CPD's Contractors DSA A/E Team Outside Agencies	Assist with Outreach Initiatives Monitor and Oversee Construction Activity Oversee Safety Program Support Inspection Process Regular Financial Reporting by Identify/ Verify Field Conditions Provide Communication/ Interaction with the College Community	Facilitate Policy Development Participate in Cooperative Streamlining Efforts Focusing on Process and Policy Issues Technical Support Provide Construction oversight Change Order Oversight	
Finance and Contracts	III.D.2 III.D.16	Board of Trustees District Senior Staff District Admin Staff Presidents College Admin Staff Program Management Team CPM's Contractors Consultants Auditors	PM 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. related to Total Cost of Ownership of new facilities and equipment Budget Oversight	

Division: Facilities Planning and Development

Unit: Bond Programs

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Public Relations	III.B.1 III.B.2	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	Public Relations
Outreach	III.B.1 III.B.2		Assist with Outreach opportunities to local, small and emerging businesses Outreach to larger firms on major bid opportunities Help Develop content for Outreach Opportunities Host Outreach Events Update College Website to support outreach program	Identify Outreach Opportunities Develop content for Outreach Opportunities Update/Tune Bond Program Website for outreach needs Conduct outreach sessions Partner with other agencies to assist with outreach needs	

Division: Facilities Planning and Development

Unit: Real Estate Program

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	Shared Responsibilities
EIR/Master Plan	III. B. 1 III. B. 2	Board of Trustees District Senior Staff District Admin Staff Presidents College Admin Staff Program Management Team CPM's Consultants Surrounding Community Outside Agencies State Chancellor's Office	Engage EIR Planner Conduct Shared Governance Review and Recommendation Process Assess Needs and Opportunities Manage Public Input Process	Facilitate Policy Development, review, and update Provide Technical Support Schedule Board and Board Committee Presentations Coordinate with OGC	
Leasing/Joint Occupancy	III. B. 1 III. B. 2	Board of Trustees District Senior Staff District Admin Staff Presidents & College Admin Staff Program Management Team CPM's Lessee'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	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Purchase/Sale	III. B. 1 III. B. 2	Board of Trustees District Senior Staff District Admin Staff Presidents & College Admin Staff Program Management Team CPM's, Property Owners Consultants Surrounding Community Outside Agencies	Identify Need/ Opportunity Establish Business Expectation Obtain Shared Governance Support Identify Fund Source CPM Contracts for due diligence reviews	Facilitate Policy Development, review, and update Technical Support Handle Negotiations Conduct Due Diligence Review Administer Purchase and Sale process Execute Eminent Domain Steps if required Coordinate with OGC	
Easements/Agency Agreements	III. B. 1 III. B. 2	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	
Storm Water	III. B.1	State Water Quality Control Board Presidents College VICE PRESIDENTS's College Facilities Directors	Have a basic understanding of the Small MS4 Permit Maintain Quarterly Report Schedule and Submit Reports to the District Follow State Water Quality Control Board Guidelines for	Provide Support to Develop a Storm Water Management Plan for each College Single point of contact between the College and State Water Quality Control Board Provide guidance and support services to the Colleges	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
		General College Admin Staff Bond Program Management Team CPM's Consultants	submission of documentation to the State Water Quality Control Board Comply with State Water Quality Control Board Deadlines Respond timely to requests from the District	Review the Storm Water Management Plan submissions for compliance Respond timely to requests for information from Colleges	

Roles & Responsibilities

The Office of General Counsel provides legal services to the Board of Trustees and acting on its behalf in five main areas: (1) Providing legal advice, including contract review, day-to-day advice, educational presentations, and advising the Personnel Commission; (2) Managing litigation, including handling cases for the District; (3) Providing risk management identification, education and projection of legal expenses; (4) Coordinating Public Records Act responses, and (5) supporting District Operations, including Form 700 filings; materials for Board meeting closed sessions, facilitating rule and administrative regulation review, and maintaining District rules and regulations webpages.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Legal Advice	I. C. 7 IV. B. 5 IV. C. 6	Trustees Managers Employees Student government Personnel Commission Academic Senates	Recognize potential legal exposures and seek advice	Provide timely, competent legal advice Provide educational presentations in partnership with the applicable business units	Collaborate to meet mission-focused objectives in a sound manner
Litigation	III. D. 9	Trustees Managers Litigants seeking records Employee-defendants	Supply documents and information in a timely manner Identify witnesses	Assign and supervise outside counsel on core matters Accept service of process for District-related legal documents Involve appropriate management in decision-making Keep clients advised of case developments Provide reports on costs incurred and projected	Participate in litigation with due regard to costs and policy considerations
Risk Management	III.D.9	Trustees Managers Risk Manager		Provide preventive education Manage overlapping cases Pursue or revise policies, procedures and contracts to meet emerging legal	Provide input on proposed or pending legislation

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
				issues	
Public Records Act requests	IV.B.5	Managers	Gather documents as needed Produce public documents	Refer records request where appropriate Request documents from applicable sources Review documents and produce them as appropriate	Maintain records of documents produced Provide statutorily-required responses
District Operations	I. C. 5 I.C.13 IV.B.5	Trustees Managers Employees Students Public	Provide information as needed File Form 700s in a timely manner	Prepare closed session postings and support materials Provide briefings as necessary to managers Track rule review reports Give notices for Form 700 filings Prepare rule revisions in ADA-accessible format Confirm appropriate rule authorization; publish new and revised rules promptly	Consider public policy, best practices, costs and risks

Roles & Responsibilities

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

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Help develop and implement Enterprise IT Strategic Plan	III.C.2.	Chancellor District Division Executives Presidents' Cabinet (Cabinet) VP Councils Technology Planning and Policy Committee (TPPC) District Technology Council (DTC) District and College Senates Staff Students	Develop and maintain college IT plans Participate in IT Strategic Plan 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	Facilitation of IT Strategic Plan Development Implementation of technology in IT Strategic Plan Management of IT Projects Portfolio	IT Strategic Plan reviewed and updated on published schedule
Provide Enterprise IT Application	III. C.5	All end users LACCD	Report problems in timely manner		
Help Desk Support	III.C.3	Educational Services Center (ESC) Departments	Ensure that all end users know about and can access the Help Desk Provide accurate and sufficient information about the nature of	Staffing of the Help Desk Informing users of status and ultimate resolution of support issues Maintenance of Help Desk log Escalation of issues	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
			the problem		
Plan, acquire, implement, and maintain Enterprise application software	III. C.1	Chancellor District Division Executives Presidents' Cabinet VP Councils DTC TPPC Faculty Staff Students	Assist in support strategy Provide subject matter experts as needed Define business need	Maintenance, administration improvement and support of the Student Information System Maintenance, administration improvement and support of the Human Resources, Financial, Payroll and Procurement systems (SAP) Maintenance and upgrade of IT skills	
Plan, specify, implement, maintain and secure Enterprise IT systems architecture	III. C.4	VP Councils DTC TPPC	Participate in technology standards committees Ensure adherence to established District technology standards	Support of the planning process Implementation and maintenance of the District Enterprise, computing, storage, communications and security infrastructure Publishing and promulgating the creation of District-wide IT standards as developed through DTC committee process	
Business process forms & reports creation	III. C.3	A&R Offices Payroll HR General Accounting Financial Aid State Chancellors' Office Faculty	Define requirements for new forms and reports Report problems Request ad hoc reports	Providing accurate data for internal and external customers (LACCD and CA State Chancellors Office MIS) Production of Enterprise reports and forms Monitoring forms/reports distribution	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
		Staff Students			

Roles & Responsibilities

The Division of Human Resources assists the colleges and the Educational Services Center with all aspects of their employment services, including the daily operations of recruitment, qualification, and hiring of academic personnel, the hiring of classified staff, the auditing of assignments and personnel actions including leaves, as well as performance management, training, and employee professional development. In addition, the LACCD Total Wellness Program administers both the Employee Assistance Program and the Wellness Program. The Office of Employer Employee Relations provides support and guidance on the discipline and grievance processes, collective bargaining, and fitness for duty. Furthermore, the Office of Risk Management administers the District’s Health Benefits program and manages the District’s Worker’s Compensation, Liability Claims, Insurance Procurement, and Environmental Health and Safety programs.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Selection, hiring, qualifications & assignment; leaves management; and maintenance of accurate data and personnel records	III. A. 1 III. A. 2 III. A. 3 III. A. 4	College Administrations Academic Senates Unions	Follow Article III, Section 10301 of Board rule. Incorporate local college hiring procedures. Review faculty candidates for MQ’s, makes recommendation to ESC for final clearance of MQ in discipline Classified: follow Personnel Commission rules and HR guides. Unclassified: follow HR guides Enter accurate assignment info. Leaves: Receive employee requests, validate requests, grant/deny requests, update attendance records, consult with E/ER	Employee clearance, including MQs, in 3-4 days after receipt of complete selection package Audit of assignment data entered by college followed by completion of salary screen in SAP (IT08), Input of degrees and differentials when appropriate and processing of rating- in rate changes. Tracking and management of employee leaves—illness, sabbatical, WC, FMLA, fitness for duty Consultation with college administration re: leave eligibility requirements, review of fitness exam requests for appropriateness. Maintenance of salary and differential tables. Maintenance of faculty column and step placement. Consultation with College Administration re: hiring procedures, Minimum Qualifications, faculty and academic administrator	Coordinate receipt of complete hiring packet and/or employee documentation Develop shared understanding of procedures through consultation and training Establish and maintain communication for needs assessment and response

Division: Human Resources

Unit: Operations

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
				assignments. In conjunction with Retirement Unit and Health Benefits, provide Retirement workshops and individual assistance to employees with resignation, retirement, and retiree health benefits questions and concerns.	
Communication HR Policy Development	III A. 11	Colleges Unions Administration	Provide input Shared governance executed through various councils (VPAA, VPSS, VPAS)	Develop, update, publish, and maintain HR policy and procedures documents; maintenance of HR website	Participate in policy development, review and consultation processes
Informational Reports	III.A. 12	Colleges Unions Administration	Use available reports and provide feedback for modifications	Ongoing development of new standard reports or ad hoc variants (e.g. reports by job code; reports by employee group, average absences by location) that may be provided on a scheduled basis.	Work with IT/SAP teams to develop new reports or improve accuracy of existing reports
Training for SPOCS, others	III. A. 9	SPOC's, Super Users, and payroll-personnel staff	Make available staff to participate in DW training for these groups	Close coordination with SPOC's to ID problem areas and come up with solutions.	Identify programming and policy issues related to Human Resources operations. Develop and disseminate training materials for college administration and campus personnel staff

Roles & Responsibilities

The Division of Human Resources assists the colleges and the Educational Services Center with all aspects of their employment services, including the daily operations of recruitment, qualification, and hiring of academic personnel, the hiring of classified staff, the auditing of assignments and personnel actions including leaves, as well as performance management, training, and employee professional development. In addition, the LACCD Total Wellness Program administers both the Employee Assistance Program and the Wellness Program. The Office of Employer Employee Relations provides support and guidance on the discipline and grievance processes, collective bargaining, and fitness for duty. Furthermore, the Office of Risk Management administers the District’s Health Benefits program and manages the District’s Worker’s Compensation, Liability Claims, Insurance Procurement, and Environmental Health and Safety programs.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Disciplinary and grievance processes and performance management	III. A. 5, 6, 8, 11	Employees Colleges Unions Administration	<p>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</p> <p>Receive steps one through three grievances pursuant to relevant contract, investigate claim, respond appropriately to union, implement corrective action as necessary, participate in arbitrations</p>	<p>Consultation provided college administration on early stages of performance issues. Assistance provided in drafting documents. Review of proposed disciplinary action and substantiation; coaching provided to college in assembling complete package. Coordination of presentation of action to Trustees. Implementation of penalty. Representation of District in appeal hearing. Training provided to colleges.</p> <p>Consultation with college administration re grievance response; communication with union as required; coordination of arbitrations; representation of District; pursuit of settlements and compromises; development of District-wide grievance tracking data source; extraction of useful info from grievance meta-statistics</p> <p>Maintenance of District wide employee evaluation system.</p>	<p>Improve coordination between Colleges and District Office to achieve efficiency of process</p> <p>Share information on best practices for consistency in interpreting of the various union contracts and resolution of grievances</p>

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Collective Bargaining	III. A. 8, 11	Employees Unions Administration	Read contracts, comply with contracts, supply negotiating team members, identify problem contract language	<p>Consultation with management on contract interpretation and compliance.</p> <p>Responsiveness to employee and union inquiries.</p> <p>Encouragement of consistent compliance across District.</p> <p>Negotiation of new contract language and modifications.</p> <p>Printing, distribution and storage of physical contracts and signed electronic versions.</p>	<p>Respond timely to inquiries about contract interpretation</p> <p>Provide expertise to facilitate bargaining process</p> <p>Evaluate and improve communications regarding collective bargaining process</p> <p>Share and discuss questions surrounding negotiations of the various collective bargaining agreements and research District policy to determine effect on negotiations</p>

Roles and Responsibilities

The Division of Human Resources assists the colleges and the Educational Services Center with all aspects of their employment services, including the daily operations of recruitment, qualification, and hiring of academic personnel, the hiring of classified staff, the auditing of assignments and personnel actions including leaves, as well as performance management, training, and employee professional development. In addition, the LACCD Total Wellness Program administers both the Employee Assistance Program and the Wellness Program. The Office of Employer Employee Relations provides support and guidance on the discipline and grievance processes, collective bargaining, and fitness for duty. Furthermore, the Office of Risk Management administers the District's Health Benefits program and manages the District's Worker's Compensation, Liability Claims, Insurance Procurement, and Environmental Health and Safety programs.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Health Benefits	III. D. 9, 12	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 Recommend annual benefits plans to SVC, Chancellor and Board	Resource to JLMBC; JLMBC identify benefits improvements Identify benefit issues and work toward resolution Identify open enrollment bottlenecks and work toward common system alliance Identify reconciliation issues and work toward mutual solution
Workers' Compensation	III. D. 9	Vice Presidents of Administration 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	Identify trends and loss development and safety training opportunities
Property & Liability, including Student Accident Insurance	III. D. 9	Vice Presidents of Administration Office of General Counsel Presidents 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	Identify loss trends and identify loss control training opportunities

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Health & Safety	III D. 9	Presidents Vice Presidents of Administration Facilities Directors	Adhere to Injury & Illness Prevention Program (IIPP) Promote safe work practices Perform ergonomic evaluations when necessary First responder to environmental health emergencies	Provide support to colleges regarding environmental health and safety Assist campus with IIPP compliance Develop training programs to support IIPP	Work with Work Environment Committee regarding EH&S issues and work toward joint resolution Work with campus administration regarding EH&S and work toward joint resolution
Risk management	III. D. 9	Presidents Vice Presidents of Administration Athletic trainers & Directors	Participate in student insurance advisory committee; help control losses from intercollegiate sports	Participate in advisory committee; market insurance; coordinate with broker/claims administrator, help control losses; recommend and procure all property and casualty insurance	Work toward identifying suitable insurance and cost items; Identify loss control measures to help reduce liability.

Roles & Responsibilities

The Division of Human Resources assists the colleges and the Educational Services Center with all aspects of their employment services, including the daily operations of recruitment, qualification, and hiring of academic personnel, the hiring of classified staff, the auditing of assignments and personnel actions including leaves, as well as performance management, training, and employee professional development. In addition, the LACCD Total Wellness Program administers both the Employee Assistance Program and the Wellness Program. The Office of Employer Employee Relations provides support and guidance on the discipline and grievance processes, collective bargaining, and fitness for duty. Furthermore, the Office of Risk Management administers the District’s Health Benefits program and manages the District’s Worker’s Compensation, Liability Claims, Insurance Procurement, and Environmental Health and Safety programs.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Administer a Districtwide Professional Development and EAP-Wellness program.	III. A. 14	Administration Managers Supervisors All employees Joint Labor Management Benefits Committee Presidents College Administration District Administration	Determine training needs, contact HR for training, arrange room at college, and communicate to attendees and encourage employee participation. Develop and coordinate a comprehensive wellness program that addresses the physical, emotional occupational, intellectual, and social work/life issues of employees, track attendees.	Develop and execute an Employee Training and Professional Development Program to respond to college requests for formal and informal employee development including: performance appraisals, performance management disciplinary process etc. Creation and maintenance of alliances with college Administration and employees to aid in the promotion of professional development, EAP and Wellness Program at all worksites. Develop and coordinate a comprehensive wellness program that addresses the physical, emotional occupational, intellectual, and social work/life issues of employees, track attendees. Foster a physical and mental wellness culture Districtwide that communicates a caring approach to employees work-life balance issues/challenges	Create a team of Subject Matter Experts within our organization that will provide trainings/workshops for employees as needed. Identify and employ third-party resources as needed for training expertise outside of the scope of experience within our pool of Subject Matter Experts. Develop collaborative practices with College Presidents, Department Heads, and Administrators to identify training and EAP/Wellness needs in the workplace and execute program initiatives to address the professional development, mental and physical health needs of the employee population. Working with the Joint Labor-Management Benefits Committee and its Wellness Taskforce identify wellness initiatives to address each year that will educate and provide opportunities and resources for disease management within our employee population.

Roles & Responsibilities

The Personnel Commission is responsible for establishing, maintaining and implementing a job classification plan to include all positions within the classified service; conducting salary surveys and establishing salary rates; developing and administering examinations and establishing employment eligibility lists; establishing employment policies and rules to implement the Merit System provisions of the Education Code and other laws necessary to insure the efficiency of the classified service; auditing and certifying that employees have been employed in accordance with the rules of the Personnel Commission and related law and District policy; conducting hearings of appeal from administrative actions, such as demotions, suspensions, and dismissals; and conducting investigations into Merit System matters as prescribed by the Education Code.

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
Recruitment and Selection	III. A. 1 III. A. 2 III. A. 3	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 eligibility	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 inquiries seeking employment information Screen applications to assure applicants meet the District's minimum qualifications Research and make disposition on applications indicating dismissals, dishonorable discharges or other questionable circumstances Research and make disposition on applicants seeking accommodation	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
				<p>under ADA provisions</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. 11 III. A. 15	Employees Supervisors Managers Administrators Unions	<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>Recommend the classification and reclassification 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</p>	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
				classification matters Provide counsel and advise to administration, both college and District, regarding matters related to job classification	
Wage and Salary Administration	III. A. 11	Current Employees Supervisors Managers Administrators	Identify and request study of compensation issues	Conduct and respond to wage and salary surveys regarding wages, fringe benefits, and other terms and conditions of employment Analyze data using a variety of statistical techniques Recommend appropriate salaries and salary relationships among classes to the Personnel Commission and Board of Trustees	
Rules and Policy Development	III. A. 11	Current Employees Supervisors Managers Administrators	Identify need for new and improved provisions of rules	Conduct studies and surveys on a wide variety of employment practice issues 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. Interpret and advise on the application of District and Personnel Commission rules/policies	
Assignment Auditing	III. A. 5 III A. 15	Current Employees Supervisors Managers Administrators	Complete documentation of selection process Respond to inquiries regarding selection process	Audit all assignments processed for employees in the Classified Service Certify names from eligibility lists to Classified positions Canvas eligibility lists to determine current availability of applicants	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
				<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> <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>	
<p>Disciplinary Hearings and Investigations</p>	<p>III. A. 5 III. A. 13</p>	<p>Current Employees Supervisors Managers Administrators</p>	<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</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>	

Functional Area	Accreditation Standard	Constituents	College Responsibilities	District Office Responsibilities	Shared Responsibilities
			Commission	Distribute and follow up on implementation of Personnel Commission hearing decisions	
Service Representatives	III. A. 11 III. A. 14	Current Employees Supervisors Managers Administrators	Release of employees to Service Representatives Identification of areas for improved information, communication, and understanding	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	
Employer-Employee Relations	III. A. 11 III. A. 15	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. 7 III. A. 9 III. A. 10	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	