



**SAN JOSE EVERGREEN COMMUNITY COLLEGE DISTRICT  
DELINEATION OF FUNCTIONS MAP  
2012-13**

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## **Introduction**

The San José/Evergreen Community College District has built a map that delineates the functions of both the district and the colleges. The mapping of these functions is to meet the Policy and Procedures for the Evaluation of Institutions in Multi-College/Multi-Unit Districts or Systems according to the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges.

Our institution has the responsibility to articulate in a clear manner the framework that delineates functions and the distribution of responsibilities.

## **Background**

In 2010-11, the delineation map of functions was built through a collaborative effort. Participation included representatives from both the district and colleges from the major areas of

- Academic Affairs
- Student Services
- Administrative Services
- Human Resources
- Information Technology
- Workforce Institute
- Chancellor's Office

as well as departmental contributions from areas such as Admissions & Records, Financial Aid, Police and Purchasing.

## **Survey**

In May 2012, a district-wide survey was distributed to collect data that would measure the level of understanding of employees in relation to the functions and whether responsibilities were primarily district, college or shared between the district and the college.

The results of the survey are included as an appendix.

The results of the survey indicate that much work needs to be done in communicating the primary responsibility for each of the separate functions or elaborate as to how the function is shared. Results tell us that employees are unclear or do not know that a particular function is primarily district/college or shared.

## **Moving Forward**

For 2012-13, the focus will be the promotion of the map by emphasizing communications, providing clarification as well as performing on-going review and adjustments to the map. The priority is to have a document that communicates accurately the functional organization of the district and colleges and that the responsibilities of these functions are well understood by the San José/Evergreen Community College District.

Function	District	College
<b>INSTRUCTIONAL PROGRAMS</b>		
<b>Program/Course development</b>	<p>Board of Trustees:</p> <p>Approve all new program/course curricula.</p> <p>Office of Research and Institutional Effectiveness (ORIE):</p> <p>Provide supporting research necessary to develop new programs, such as labor market analysis and demographics of the community.</p> <p>Provide analysis of program/course productivity and monitor, in partnership with the colleges, resources available for new programs.</p>	<p>Program/course development is primarily the responsibility of the College and faculty therein. All new programs/courses must follow the College curriculum approval process via the College Curriculum Committee that reports to the Academic Senate. (New vocational programs also go through a regional approval process.)</p> <p>Ensure that all existing course outlines are periodically updated in accord with applicable standards and regulations, and meet the educational needs of their students.</p> <p>Assess all new programs under consideration or in development for suitability to student learning needs, community workforce needs, and available resources, and for alignment with the unique mission of each college.</p>
<b>Course Scheduling</b>	<p>Negotiate the instructional calendar with the faculty union.</p>	<p>Develop a schedule of classes that reflects the needs of most students.</p> <p>Each college, its vice presidents, and its deans develop a schedule of classes that meets the FTES goals of the College/District in a productive and efficient manner.</p>
<b>College Catalog</b>		<p>Ensure that the College Catalogs are produced yearly and that the information in them is accurate.</p>
<b>Enrollment Management</b>	<p>Identify FTES targets and determine funding allocations.</p> <p>Prepare and obtain certification for the apportionment attendance reports (CCFS-320) and the apprenticeship attendance reports (CCFS-323).</p> <p>Develop analyses of historical performance trends and projections compared to the annual targets.</p> <p>Working in collaboration with campus personnel, prepare documents and reports as required or requested by State agencies or District personnel.</p>	<p>Review District projections, and set College goals for FTES and efficiency.</p> <p>Design course schedules in accordance with student educational needs, College Goals, College FTES goals, and efficiency goals.</p> <p>Provide guidance on compliance regarding new and revised sections of applicable laws and regulations, and ensure adequacy of records retention.</p> <p>The President of each college consults with his or her administrative team, analyzes resources and community needs, and proposes the scope and directions of an enrollment management strategy. The overarching goal is to provide the widest spectrum of course offering to serve the diverse learning needs of our students and community, against the backdrop of diminishing State appropriations.</p>
<b>Student Learning Outcomes/Assessment</b>		<p>Establish and assess Student Learning Outcomes at the course level, program level in all areas, and institutional/degree level.</p>
<b>Program Review</b>	<p>ORIE:</p>	<p>The colleges develop and implement their own program review and resource allocation</p>

Function	District	College
	<p>Provide access to program review data through the District Data Portal and CAL-PASS system. ORIE staff provides additional assistance as needed.</p> <p>Board of Trustees:</p> <p>Receive reports from the College Presidents on the status of program review.</p>	<p>models through their shared governance processes and in cooperation with their Academic Senates. Each process is overseen by a shared-governance committee, and after several review and approval steps, results in recommendations to the College President.</p> <p>College Presidents submit reports on the status of program review to the Board of Trustees.</p>
<b>STUDENT SERVICES</b>		
<p><b>Enrollment Services</b></p> <ul style="list-style-type: none"> <li>Admissions &amp; Records</li> </ul>		<p>Admissions and Records Offices:</p> <p>Ensure compliance with relevant sections of the Education Code and Title 5.</p> <p>Ensure that application and student enrollment data is complete and correct, determine residency, and ensure MIS Data Element accuracy.</p> <p>Facilitate year-round application and registration processes.</p> <p>Provide course roster services for all academic programs.</p> <p>Manage maintenance, imaging, organization, storage, backup, and security of all student records, including evaluations, grades, petitions and waivers, and archival educational records.</p> <p>Oversee and/or process grade changes, probation and dismissals.</p> <p>Process all student transcript requests.</p> <p>Produce temporary, permanent census, grade, and enrollment verification rosters for all course offerings.</p> <p>Manage maintenance, imaging, organization, storage, backup, and security of faculty records, rosters, and attendance and grade reporting.</p> <p>Maintain auditable admissions, attendance, and transcript files, and documentation of active enrollment.</p> <p>Evaluate academic records for degree and certificate completion; issue diplomas and certificates of completion.</p> <p>Evaluate and certify students' eligibility for Veteran Affairs benefits.</p>

Function	District	College
		<p>Maintain online census reporting for faculty to provide accurate student attendance reporting.</p> <p>Maintain Add Codes, the electronic registration tool for just-in-time registration.</p> <p>Provide appropriate coordination for international students, ranging from pre-admission to visa applications, and transition into the college mainstream.</p>
<ul style="list-style-type: none"> <li>• <b>Assessment</b></li> </ul>		<p>Assessment Offices:</p> <p>Coordinate placement testing for students to place into English and math classes as well as other classes that have English and/or math prerequisites.</p> <p>Proctor Ability to Benefit Testing for students who have not graduated from high school and wish to receive Federal Financial Aid.</p> <p>Ensure the security of the assessment process.</p> <p>Schedule and coordinate assessment testing dates, times, locations and staff.</p> <p>Arrange for special testing procedures for students with special needs such as disabled, ESL, or international students.</p> <p>Provide for the computerized scoring of such tests and the distribution of test results to counselors and students.</p> <p>Develop and order forms for the testing process.</p> <p>Initiate purchase requisitions after identifying tests, supplies, books and equipment needed.</p> <p>Monitor appropriate expenditure accounts for the assessment process.</p>
<ul style="list-style-type: none"> <li>• <b>Financial Aid</b></li> </ul>	<p>Finance:</p> <p>Complete a portion of the Fiscal Operations Report and Application to Participate (FISAP) and State Management Information System (MIS) reports, manage program accounts, mail disbursements, perform monthly reconciliation, assist with invoices and recovering overpayments and over-awards to students, and balance monthly expenditures with Student Placement.</p> <p>Information Technology Service and Support (ITSS):</p>	<p>Financial Aid Offices:</p> <p>Counsel and educate both students and parents in the application process and the completion of required documents.</p> <p>Develop and update printed financial aid materials including flyers, posters and handouts for students and families.</p> <p>Conduct Free Application for Federal Student Aid (FAFSA) workshops to assist students with submitting the FAFSA online.</p> <p>Create and update all financial aid forms and</p>

Function	District	College
	<p>Generate checks for disbursements, run numerous financial aid reports (including FISAP and State MIS), provide technical support in creating new required reports, and interface with the mainframe on Datatel.</p> <p>Upload FAFSA information for campuses to maintain, verify and award.</p> <p>Maintain Datatel and assist with annual setup for upcoming award year, including writing rules and subroutines and uploading updates and software patches.</p> <p>Accounting:</p> <p>Run transmittal and forward to campuses for validation.</p> <p>Post transmittal data to Student Accounts when validated by campuses.</p> <p>Run voucher process and draw down funds.</p> <p>Request wire transfer to third- party disbursement administrator.</p> <p>Complete a portion of the FISAP reports.</p> <p>Manage program’s ledger accounts, and perform monthly/annual reconciliation in coordination with campuses.</p> <p>Maintain accounts according to Federal cash management regulations.</p> <p>Invoice and recover overpayments and over-awards to students.</p> <p>Handle fraud and forgery issues.</p>	<p>documents.</p> <p>Create and process student files.</p> <p>Process Financial Aid applications and corrections, performing need analysis to determine student eligibility.</p> <p>Perform file verifications including analysis of student and parent tax returns.</p> <p>Clear discrepancies; edit checks, data matches and National Student Loan Data System (NSLDS).</p> <p>Monitor and evaluate Satisfactory Academic Progress and conduct Appeal Committee meetings.</p> <p>Implement Federal and State aid programs including Federal Pell Grants, Federal Supplemental Educational Opportunity Grants (FSEOG), Academic Competitiveness Grant (ACG), Federal Work Study (FWS), Subsidized and Unsubsidized Direct Loans, Cal Grant (B and C), Chafee Grants, Student Support Services Grants, EOPS Grants, CARE Grants, Scholarships, Board of Governors Fee Waivers (BOGFW), ACG Waivers, Americorps Awards, and Emergency Book Loans.</p> <p>Complete and submit the FISAP report to the Department of Education.</p> <p>Process all BOGFWs.</p> <p>Conduct loan orientations and exit counseling for student loans.</p> <p>Process Direct Loans through the US Department of Education; prepare loan disbursements and reconcile at appropriate intervals.</p> <p>Calculate and process Title IV refunds (Return to Title IV [R2T4]) and over-award repayments.</p> <p>Assist in collection of R2T4 and overpayment funds.</p> <p>Perform monthly reconciliation of all Federal programs.</p> <p>Reconcile Federal Work Study earnings for year-end reporting.</p>

Function	District	College
		<p>Oversee and approve the expenditures of the Board Financial Assistance Program (BFAP) Administrative Allowance (e.g., for equipment, marketing items, advertisement and organizing financial aid events) and complete the BFAP year-end report.</p> <p>Retrieve FAFSA applicant information from the Central Processor, notify students with required documents and transmit corrections to electronic Institutional Student Information Records (ISIR).</p> <p>Manage the Web Grant system for Cal Grants B and C and Chafee Grants.</p> <p>Use Datatel to authorize student aid disbursements.</p> <p>Create the Disbursement Schedules, Award Policies, and Student Budget and Satisfactory Academic Progress Policy, in coordination with both colleges' Financial Aid Offices, ITSS, Finance, and other departments as appropriate.</p> <p>Manage program funds associated with the awarding of financial aid.</p> <p>Complete Federal Department of Education Common Origination and Disbursement (COD) and State MIS reports and reconcile all funds.</p>
<ul style="list-style-type: none"> <li>• <b>International Students</b></li> </ul>		<p>International Students Offices:</p> <p>Review and evaluate F1 international student application materials.</p> <p>Issue initial I-20 and transfer I-20 documents for entrance into the United States.</p> <p>Maintain and monitor compliance with Student and Exchange Visitor Information System (SEVIS) requirements.</p> <p>Report F1 international student enrollment information to SEVIS.</p> <p>Calculate and collect F1 international student fees.</p> <p>Coordinate counseling services for F1 international students.</p> <p>Ensure academic progress for F1 international students.</p>



Function	District	College
<ul style="list-style-type: none"> <li>• <b>Outreach &amp; Recruitment</b></li> </ul>		<p>Act as Primary Designated School Official (PDSO).</p> <p>Outreach and Recruitment Offices:</p> <p>Coordinate recruitment, testing, admissions, and counseling to ensure effective intake process for prospective students.</p> <p>Coordinate with academic staff, student organizations and alumni to involve them in the College recruitment function.</p> <p>Participate in the development, planning and implementation of recruitment strategies to increase the awareness of the College among potential students.</p> <p>Design promotional recruitment materials to be utilized departmentally and collegewide.</p> <p>Represent the College at community and outside organization functions including career days, special events and conferences.</p> <p>Advise current and prospective students regarding college preparation and entrance requirements.</p> <p>Maintain ongoing relationships with all feeder high schools and religious minority groups.</p> <p>Act as College liaison to high schools and other educational institutions, as well as corporate, community and governmental organizations.</p>
<ul style="list-style-type: none"> <li>• <b>Veterans</b></li> </ul>		<p>Veterans Offices:</p> <p>Verify and report student enrollment on a weekly basis and certify benefit eligibility.</p> <p>Report academic progress on a semester basis.</p> <p>Calculate tuition and supplies costs for veteran students.</p> <p>Maintain student file documents for auditing purposes (3 year requirement).</p> <p>Maintain applicable degree and certificate reporting requirements.</p>
<p><b>Graduation</b></p>		<p>Graduation Departments:</p> <p>Oversee commencement planning process.</p> <p>Collaborate with Admissions and Records to identify potential graduates.</p>

Function	District	College
		<p>Coordinate graduate and faculty participation in ceremony.</p> <p>Keep track of graduation data.</p>
<p><b>Categorical Programs</b></p> <ul style="list-style-type: none"> <li>• <b>CalWORKs/WIN/Keys to Success</b></li> </ul>		<p>California Work Opportunity and Responsibility to Kids (CalWORKS) Offices:</p> <p>Manage contracts with the County of Santa Clara and the State Chancellor's Office to ensure compliance with grants.</p> <p>Ensure that students are correctly approved and enrolled in CalWORKs services through verification of California Work Opportunity and Responsibility to Kids Information Network (CalWIN) system.</p> <p>Develop Welfare to Work Plans for County Referred Clients.</p> <p>Work with Bookstore Student Financial Aid system to process all County paid books and supplies.</p> <p>Compile and submit appropriate reports.</p> <p>Send monthly billing and reconciliation to the County of Santa Clara for all services rendered.</p> <p>Maintain Academic Progress Reports for all students, and send participation alerts regarding all students who are not making satisfactory progress.</p>
<ul style="list-style-type: none"> <li>• <b>DSP</b></li> </ul>		<p>DSP Offices:</p> <p>Provide academic and vocational counseling.</p> <p>Oversee test proctoring as part of academic accommodations.</p> <p>Provide tutorial assistance.</p> <p>Maintain High Tech Center for students who are unable to access the screen and/or keyboard, or perform word processing in the traditional manner.</p> <p>Provide necessary referrals and recommendations for services outside of each college.</p> <p>Offer specialized courses for students with learning disabilities, speech/language impairments, or visual, hearing or mobility limitations.</p>

Function	District	College
<ul style="list-style-type: none"> <li>• <b>EOPS/CARE</b></li> </ul>		<p>EOPS/CARE Offices:</p> <p>Provide services that extend “above and beyond” each college’s traditional commitment.</p> <p>Offer multiple individual academic and personal counseling sessions each semester and develop educational plans.</p> <p>Provide financial support including book vouchers and grants to support student needs.</p> <p>Utilize case management to provide individualized academic follow-up with students.</p>
<b>Counseling</b>		<p>Counseling Offices:</p> <p>Coordinate and facilitate new student and parent orientation/program planning sessions.</p> <p>Counsel new students on transfer and degree requirements, assessment/placement, academic expectations, college facilities and resources, student rights and responsibilities, and academic success tips.</p> <p>Oversee intervention program for students on probation and dismissal (notification of status, workshop coordination, hold determination, dismissal intervention and readmission).</p> <p>Develop graduation petitions for students seeking AA/AS degrees and certificates.</p> <p>Review and conduct initial evaluation of student transcripts and requests for course substitutions.</p> <p>Review and assist with preparation of Transfer Admission Agreements and Transfer Admission Guarantees.</p> <p>Evaluate requests for prerequisite verifications.</p> <p>Evaluate assessment results and other documentation regarding student placement.</p> <p>Coordinate campuswide Early Alert notification.</p>
<b>Student Health Services</b>	Review and maintain policies and procedures for safe college communities.	<p>Student Health Services Departments:</p> <p>Provide registered students access to health services.</p> <p>Offer personal counseling with Licensed</p>

Function	District	College
		<p>Marriage &amp; Family Therapist and Interns.</p> <p>Provide nursing services including, but not limited to, first aid, health promotion/counseling, and family planning education.</p> <p>Provide medical evaluation by family practice physicians, including physical exams.</p> <p>Triage on-campus injuries of students and staff.</p> <p>Provide adult immunizations, including tuberculin screening tests (TST) and influenza vaccinations, and continue to input and access students' immunization record(s) into/from the California State immunization registry (CAIR).</p> <p>Monitor, consult, and provide notification of exposure of communicable diseases, per the Centers for Disease Control and Prevention (CDC), including methicillin-resistant Staphylococcus aureus (MRSA) and measles.</p> <p>Provide collegewide health promotion/awareness events including smoking cessation and HIV/AIDS.</p> <p>Coordinate Medi-CAL Administrative Activities (MAA) program across each college campus.</p>
<b>Student Life and Leadership</b>	<p>Evaluate liability exposures for activities, and issue certificates of insurance as required.</p> <p>Issue budget augmentations as requested.</p>	<p>Student Life Offices:</p> <p>Coordinate, assist, and develop programs and events for diverse student population.</p> <p>Facilitate an environment where students can participate in the life of the campus.</p> <p>Make recommendations to improve student experience and success.</p> <p>Advise members of the student governing council and clubs.</p> <p>Assist and advise with Associated Student Government's (ASG) yearly elections of officers within the governing council.</p> <p>Promote districtwide efforts to encourage voter registration.</p> <p>Develop student leadership opportunities through workshops, training and conference attendance.</p>

Function	District	College
<b>HUMAN RESOURCES</b>		
<b>Recruitment and Selection of Employees</b>	<p>Human Resources Office:</p> <p>Advertise/recruit positions.</p> <p>Maintain applicant tracking system.</p> <p>Review minimum qualifications determinations.</p> <p>Review search committee membership.</p> <p>Conduct prescreening process to include testing, completeness of application, and diversity of the pool of applicants.</p> <p>Orient screening committees.</p> <p>Review committees' screening criteria and interview questions.</p> <p>Communicate status of candidacy to applicants.</p> <p>Confirm salary placement.</p> <p>Process successful applicants for employment. Enter new employees into HR/payroll system.</p> <p>Place new hires on board docket for Board approval.</p> <p>Conduct new employee orientations.</p>	<p>Submit personnel requisitions in PeopleAdmin applicant tracking software to initiate hiring.</p> <p>Request participants from constituency groups for selection committees in accordance with hiring procedures.</p> <p>Establish selection criteria/interview questions.</p> <p>Conduct paper screenings. Conduct interviews. Recommend finalists. Conduct reference checks. Conduct final interviews. Select candidates.</p> <p>Submit Personnel Action Forms (PAFs) to Human Resources to hire.</p>
<b>Personnel Files</b>	<p>Human Resources Office:</p> <p>Function as the custodian of all official personnel files for regular contract employees, both permanent and probationary.</p> <p>Process retirement, benefits, COBRA, employment verifications, and letters of reasonable assurance.</p>	<p>Submit completed evaluations to District HR for inclusion in official personnel file.</p> <p>Function as the custodian of all adjunct faculty personnel files.</p>
<b>Personnel Transactions</b>	<p>Human Resources Office:</p> <p>Function as the custodian of the HR component of Datatel.</p> <p>Execute the personnel transactions submitted by all District and College departments on the PAF (for example, account code changes for labor and benefits, working-out-of-class assignments, contract reductions, step increases, and transfers).</p> <p>Submit applicable personnel transactions to Board of Trustees for approval.</p>	<p>Submit PAFs that have been approved by department and senior College management to Human Resources for account code changes for labor and benefits, working-out-of-class assignments, contract reductions, step increases, and transfers.</p>

<b>Function</b>	<b>District</b>	<b>College</b>
	<p>Issue reminders for classified evaluations.</p> <p>Provide classified evaluation forms to supervisors and administrators.</p> <p>Function as the custodian of full-time faculty evaluations.</p> <p>Conduct and collect participant surveys used in administrator evaluations. Compile results of surveys and provide to supervising administrators.</p>	
<b>Employee Group/Union Contracts and Meet-and-Confer Groups</b>	<p>Human Resources Office:</p> <p>Conduct Meet and Confer sessions with Management, Supervisors and Confidential groups.</p> <p>Organize all processes and procedures that pertain to the collective bargaining process regarding sunshining, negotiations, contract review, grievances and arbitrations.</p>	<p>Administer union contracts in accordance with the agreements.</p> <p>Meet and consult with collective bargaining groups, to build trust and collaboration, to find solutions to conflicts, and to improve the workplace climate.</p> <p>Oversee agreements confirmed through the Meet and Confer process with Management, Supervisors and Confidential groups.</p>
<b>Risk Management</b>	<p>Administer claims filed against the District.</p> <p>Function as liaison between employees and third-party administrator regarding all aspects of workers' compensation claims and settlements</p> <p>Review and interpret legal contracts related to District operations.</p> <p>Provide, review and analyze certificates of insurance for District functions and outside vendors.</p> <p>Accept, review and coordinate response to subpoenas.</p> <p>Monitor incident reports to ensure that District safety issues are addressed and corrected if needed.</p>	<p>Report unsafe conditions.</p> <p>Promote safety in the workplace; ensure compliance with all applicable safety and industrial environmental codes; and reduce exposure to accidents, citations or litigation.</p> <p>Management ensures that employees have proper training and equipment to carry out work assignments.</p> <p>Managers assess any employee's work restrictions in relation to job duties.</p> <p>Management submits authorization for Board approval of any and all volunteers to ensure Workers' Compensation coverage.</p> <p>Report property damage and other potential liabilities to District Administrative Services.</p> <p>Maintain compliance with regulations related to student athletes, travel and releases.</p>
<b>Benefits</b>	<p>Accept, process, and maintain all employee documentation pertaining to employee and retiree health and welfare benefits.</p> <p>Conduct new hire orientations.</p> <p>Provide educational programs pertaining to retirement, health, and financial assistance.</p> <p>Function as liaison among employees, broker,</p>	

Function	District	College
	<p>and insurance carrier regarding insurance-related problems.</p> <p>Coordinate Benefits Committee meetings.</p> <p>Coordinate Americans with Disabilities Act (ADA)/Fair Employment and Housing Act (FEHA) and Fitness for Duty process.</p>	
<b>Equal Employment Opportunity</b>	<p>Human Resources Office:</p> <p>Oversee search and selection processes to ensure that they conform to rules and regulations regarding equal employment opportunity.</p> <p>Train search committees on appropriate rules and regulations.</p> <p>Advocate for diversity.</p> <p>Receive, investigate and respond to complaints of unlawful discrimination in the employment process and in the workplace.</p> <p>Receive and process all correspondence and complaints from Office of Civil Rights (OCR), Equal Employment Opportunity Commission (EEOC), and Department of Fair Employment and Housing (DFEH) when complaints involve employees.</p> <p>Respond to complaints received from the State Chancellor's Office.</p> <p>Provide demographic reports for applicant pools for all employee groups. Comply with State reporting requirements in terms of workforce demographics.</p> <p>Provide sexual harassment training.</p>	
<b>ADMINISTRATIVE SERVICES</b>		
<b>Auxiliary Services</b>		
<b>a. Bookstores</b>	<p>Provide fiscal and management oversight for the two bookstores stationed at the colleges.</p>	<p>Bookstores:</p> <p>Serve students of each college in the areas of textbooks and supplies.</p> <p>Initiate and coordinate with faculty and other personnel the acquisition of textbooks, supplies and special related material required for instructional programs.</p> <p>Conduct opening and closing buy-back of used books.</p> <p>Purchase supplies and emblematic clothing and soft goods to meet the needs of all</p>

<b>Function</b>	<b>District</b>	<b>College</b>
		<p>students and the College community.</p> <p>Order announcements and graduation attire for all graduates, faculty and staff participating in commencement.</p> <p>Maintain accounting records for special student programs including EOPS book grants, Department of Rehabilitation vouchers, scholarships, Veterans Administration and other student support programs established by the Associated Student Government.</p>
<b>b. Food Services</b>	<p>Manage food services, including beverage contract and food service/vending contract.</p> <p>Negotiate contracts and monitor compliance.</p> <p>Coordinate quarterly meetings between campuses and vendor.</p>	<p>Provide a food service delivery system to meet College needs for students, faculty and staff, including catering for District- and College-sponsored meetings, events, activities and programs and special services to accommodate community and student-sponsored events.</p>
<b>Contracts</b>	<p>Submit contracts to Vice Chancellor of Administrative Services for review and approval prior to services rendered. (Board approval and formal bidding process required for contracted services of \$78,900 or more. For public contract code work, bidding required for all contracts greater than \$15,000. Professional services contracts exempt from bidding requirement.)</p> <p>Review and revise contracts, leases, license agreements and other legal documents to ensure that they conform to District standards, protect the District, and accomplish the purposes of the District.</p> <p>Coordinate with the Risk Manager and Program Manager to ensure timely and comprehensive handling of contractual matters.</p> <p>Provide technical assistance to all levels of management with regard to contract form, contract process, and the necessity for outside legal counsel.</p> <p>Conduct training sessions for College and District employees with regard to contract policy and procedures.</p> <p>Maintain the central repository of contracts for all District operations, colleges and offsite educational operations.</p> <p>Determine the need for legal advice on contract issues. Serve as liaison between the District and outside legal counsel on contractual issues.</p> <p>Monitor schedule of all College contracts and similar documents, such as leases, agreements,</p>	<p>Initiate College contracts, which are required for annual services, maintenance agreements, professional services, copyright or licensing agreements, and facility or vehicle rentals.</p> <p>VPAS (Vice President of Administrative Services) and Business Services Supervisor review all Independent Contractors agreements.</p> <p>Provide any applicable specifications that the College requires in the contract.</p> <p>Assess the product or service provided to determine whether it is in compliance with the requirements specified in the contract.</p> <p>Assure that the account number and the funds are correct and available.</p> <p>Provide due diligence to ensure that pricing from vendors is both reasonable and fair, and the terms are acceptable and favorable to the College.</p>



Function	District	College
	<p>memoranda of understanding, and amendments to ensure meeting the deadline for Board of Trustees meetings.</p>	
<p><b>Facilities Master Planning</b></p>	<p>Assist the colleges with the implementation of Bond programs.</p>	<p>Develop College Facilities Master Plan based on the requirements specified in the Educational Master Plan.</p> <p>Facilitate input, revisions, and updates of the College’s Facilities Master Plan to ensure that the Plan is accurate and is consistent with institutional instructional and other needs, efficient space utilization, aesthetics, sound planning, conservation, and fiscal responsibility.</p> <p>Coordinate facilities planning through the colleges’ facilities committees.</p> <p>Provide updates to each college on how its Educational Master Plan and its Mission Statement impact the Facilities Master Plan and associated budget.</p> <p>Provide technical expertise to faculty, staff, and administration in the planning of facilities to meet the educational needs of the community.</p> <p>Review the facilities inventory and submit changes to the District staff.</p> <p>Recommend the hiring of project architects and assist architectural teams in the planning and development of specific project plans.</p>
<p><b>Facilities Maintenance</b></p>	<p>Maintenance Office:</p> <p>Coordinate facility maintenance for the District Office and colleges.</p> <p>Provide all maintenance and operations (M &amp; O) services and technical expertise relative to the campus sites.</p> <p>Issue all building, furniture, and equipment keys and maintain an inventory of all keys distributed.</p>	<p>Work closely with District staff to coordinate maintenance and operation of college facilities.</p>
<p><b>Grounds</b></p>		<p>Oversee campus grounds and deploy the limited grounds crew in the most efficient manner, with the goal of maintaining a clean environment for students, faculty and staff in order to foster an environment conducive to the pursuit of learning.</p> <p>Maintain and repair College landscaping in addition to athletic fields. This includes all plants, trees, irrigation systems, parking lots, walkways and roadways within the College.</p>

Function	District	College
<b>Custodial Services</b>		<p>Remove trash on campus from all external spaces and from trash cans in parking lots.</p> <p>Clean and maintain all internal spaces within buildings, floors, floor coverings, restrooms, windows, white boards/chalk boards, counters, ledges, tops of desks, chairs, and tables.</p> <p>Report to Maintenance department all light lamp outages, broken doors and locks, plumbing problems, electrical problems, and problems with alarms.</p>
<b>Bond Management</b>	<p>Prepare and submit annual continuing disclosure documents for bond issuances.</p> <p>Prepare monthly bond expenditures and percentage of completion reports.</p> <p>Prepare and coordinate information for the Bond Oversight Committee.</p>	<p>Identify program needs and modifications and how students could be better served through planned renovations and construction aimed at improving the learning environment and efficient utilization of facilities.</p> <p>The Vice President of Administrative Services provides oversight of all Measure G 2010 campus bond programs.</p> <p>Provide leadership in the selection of architects and construction companies for bond projects.</p> <p>Coordinate with the architects and other contractors to assure that projects are completed as planned and within budget.</p> <p>Monitor progress of bond programs and communicate status of each project to the campus community.</p> <p>Promote fiscal responsibility and sound stewardship for the taxpayers' money, to generate public confidence and trust, ensure transparency in the expenditure of bond funds, and provide accounting and accountability to the general public.</p>
<b>Budget/Accounting</b>	<p>Fiscal Services Department:</p> <p>Devise the annual budget assumptions for review and discussion with the District Budget Committee and approval by the Board of Trustees.</p> <p>Identify the revenue budgets and fixed cost expenditure budgets. Provide campuses with their discretionary allocations.</p> <p>Coordinate budget preparation and augmentations with the campuses.</p> <p>Prepare the Tentative and Adopted Budget Documents and present them to the Board of Trustees.</p>	<p>The Presidents at both colleges provide directions and support for the production of a true and accurate budget for each institution, taking into account all anticipated appropriations and allocations from both discretionary and non-discretionary sources.</p> <p>Allocate College discretionary funds to departments, disciplines and programs.</p> <p>Produce monthly financial reports comparing actual expenditures to budget.</p> <p>Consolidate and submit annual College budget request to the District.</p> <p>Initiate any requirements for new accounts or changes in allocations to accounts that do not</p>

Function	District	College
	<p>Produce Quarterly Budget Reports for presentation to the Board of Trustees.</p> <p>Prepare forecasts and cost estimations for collective bargaining purposes.</p> <p>Comply with external reporting requirements and ensure that fiscal reports are accurate and filed timely.</p> <p>Coordinate budget preparation and funds availability with the Facilities Department for the bonds and capital outlay budgets.</p> <p>Monitor arbitrage calculations for bond proceeds.</p> <p>Act as a resource to campus and District personnel for any fiscal issues and training.</p> <p>Monitor cash balances to assure liquidity and diversify funds for better market yield when appropriate.</p> <p>Prepare monthly cash flow statements for the General Fund.</p> <p>Provide for bi-annual actuarial studies on workers' compensation, property and liability, and retiree benefits obligations.</p> <p>Ensure that all District accounts and funds undergo an annual independent audit. Follow up on and resolve any related audit issues.</p> <p>Coordinate and submit State Mandated Cost Claims.</p> <p>Monitor Federal, State, and local law changes and revise practices and procedures as necessary to comply with the applicable provisions. Update manuals accordingly.</p> <p>Administer Procurement Card and Gas Card Program.</p> <p>Prepare quarterly and annual financial reports and enrollment reports for submission to the State Chancellor's Office.</p> <p>Perform reconciliation procedures for District activities with the Santa Clara County Department of Education and all District bank accounts.</p> <p>Maintain Chart of Accounts, general ledger, subsidiary ledgers and special journals.</p>	<p>affect the overall College discretionary fund.</p> <p>Review staffing needs in relation to services offered and available resource allocations.</p> <p>Assure that position control is maintained, and that all staff positions are adequately funded.</p> <p>Review Adjunct faculty costs and review staffing needs for scheduling efficiency and productivity.</p> <p>Assure that the campus has funds adequate to meet needs for FTEs targets.</p> <p>Administrative services personnel serve ex-officio on campus budget committees, as well as District Budget Committee.</p> <p>Work with District staff to develop Tentative and Adopted Budgets as well as produce accurate Quarterly Budget Projection and Use Reports.</p> <p>Prepare and submit budget transfers and journal vouchers of College.</p> <p>Inform the District purchasing department and Accounts Payable when a service or product has been received from a vendor and that it meets requirements. (This contributes to the timeliness of payment to the vendor.)</p> <p>Ensure that expenditures are timely so that products and services are received and booked in the same fiscal year.</p> <p>Work with Auditors as needed.</p> <p>Review all campus categorical quarterly reports before submission to the State.</p> <p>Receive and allocate local revenues for facility rentals.</p> <p>Student Accounts staff within Administrative Services maintains separate and discrete ASB accounts for ASB and clubs.</p> <p>Assure that all expenditures are accurate.</p> <p>Prepare and distribute 1099 forms as appropriate.</p>

Function	District	College
	<p>Invoice, receive, monitor, and deposit District revenues from local, State and Federal sources.</p> <p>Process budget transfer and journal vouchers; verify and monitor expenditures to ensure compliance with all regulations.</p> <p>Prepare and submit categorical program financial reports.</p> <p>Prepare and submit the Miscellaneous Income Tax forms (1099).</p> <p>Provide capital asset summary and support schedules based on established capitalization and depreciation policies in conformity with generally accepted accounting principles. Assure that the capital asset subsidiary ledger is in agreement with the general ledger control accounts.</p> <p>Receive and record collections from students and employees.</p> <p>Maintain student financial aid subsidiary ledgers.</p> <p>Maintain District website for budget.</p>	
<b>Payroll</b>	<p>Payroll Department:</p> <p>Serve as a resource to all District employees regarding payroll issues.</p> <p>Collect, prepare, and process timely and accurate payroll, payroll taxes, and retirement information for all District employees, including retroactive payments, contract changes, and corrections.</p> <p>Analyze Human Resources, Risk Management, and other source documents to ensure proper payments, taxation and withholding for employees, including garnishments.</p> <p>Maintain records of employee voluntary deductions and remittances.</p> <p>Balance and process accruals and usage of all leave types (sick, vacation, etc.), verifying compliance with Education Code requirements and union agreements.</p> <p>Assure payroll compliance with Federal and State regulations and District policies and procedures.</p> <p>Audit, reconcile and file annual, quarterly, and monthly reports to Federal and State agencies,</p>	<p>Campus managers prepare accurate time sheets for all hourly staff utilized by the College, including student assistants, and submit them in timely fashion to District Payroll for processing.</p> <p>Campus Office of Administrative Support prepares and processes contracts for all adjunct and overload instructional assignments and all non- instructional faculty assignments, and submits monthly payroll accordingly.</p> <p>Track all sick leave reports for faculty; assure that substitutes are paid appropriately.</p>

<b>Function</b>	<b>District</b>	<b>College</b>
	<p>including W-2 forms, W-2C forms, 941 forms, DE44 forms, etc.</p> <p>Participate in new hire orientation workshops.</p> <p>Partner and oversee third-party administration for 403B and 457 plans.</p> <p>Keep abreast of policy changes; prepare and update the Payroll Procedures Manual.</p> <p>Prepare and provide to internal/external auditors necessary schedules, documentation and files.</p>	
<b>Internal Audit</b>	<p>Internal Auditor:</p> <p>Provide independent review, assessment, and constructive feedback regarding operations throughout the District.</p> <p>Provide the District with a backup to various fiscal functions including accounting research, budget analysis, bond issuance accounting and managerial functions as necessary.</p> <p>Evaluate the adequacy of the internal control structures of the District.</p> <p>Assess compliance with written policies and procedures.</p> <p>Investigate reported occurrences of waste and fraud, and recommend controls to prevent or detect them.</p> <p>Conduct audits, reviews and examinations of activities and transactions throughout the District.</p> <p>Assist in internal investigations by documenting, compiling, analyzing and maintaining custody of evidence.</p> <p>Review the reliability and integrity of financial and operating information and the means used to identify, measure, classify, and report such information.</p> <p>Review the means of safeguarding assets and, as appropriate, verify the existence of such assets.</p> <p>Review and appraise the economy and efficiency with which resources are employed.</p>	
<b>Accounts Payable</b>	<p>Accounts Payable Department:</p> <p>Process for payment the general obligations of the District in accordance with current Federal and State laws (including the California</p>	<p>Notify District Accounting that the product or service has been received satisfactorily and that payment for that product or service can be made.</p>

Function	District	College
	<p>Education Code), District policies and procedures, and audit practices.</p> <p>Ensure the accuracy, completeness and appropriateness of payments made to outside vendors for goods and services and to staff for expense reimbursements.</p> <p>Process payments to students for grants, tuition refunds, stipends and other reimbursements.</p> <p>Maintain effective relationships with vendors through timely and accurate payment, and respond to inquiries.</p> <p>Monitor timing of payments in order to take discounts, maintain satisfactory credit ratings and avoid or minimize interest expense and penalties due to late payments.</p> <p>Establish and maintain vendor records and archiving of files in accordance with county, local, and State requirements, and IRS regulations.</p> <p>Prepare and provide necessary schedules, documentation and files to internal/external auditors.</p> <p>Coordinate accounts payable activities with the Purchasing Department.</p>	<p>Verify that all purchases made on District credit cards are accurate and appropriate, and are charged to the correct account numbers.</p>
<p><b>ITSS - Application</b></p>	<p>ITSS:</p> <p>Provide site-licensed operating system and business application software supported by Application systems.</p> <p>Provide technical searches, demonstrations, development and solutions.</p> <p>Provide reliable and cost-effective- network infrastructure to end-users (students and faculty).</p> <p>Support integrated Enterprise Resource System (ERP) (Datatel).</p> <p>Support third-party vendor functionality and integration into ERP.</p> <p>Maintain State MIS Reporting/District Research data warehouse.</p> <p>Maintain internal web services/intranet/portal.</p> <p>Implement the technology plans of both colleges; maintain existing technology infrastructure, service equipment and provide</p>	

<b>Function</b>	<b>District</b>	<b>College</b>
	<p>support to staff and faculty.</p> <p>Advise College leadership on technology needs, equipment upgrades, and/or technology infrastructure improvements.</p> <p>Provide training on Datatel to staff and faculty users.</p>	
<b>ITSS - Help Desk</b>	<p>Help Desk:</p> <p>Provide phone support to EVC and SJCC students and District employees for MyWeb, Moodle, and Webmail.</p> <p>Maintain the Help Desk, the central place to request help for all computer/phone-related work requests. Assign the work requests to District- or Campus-based IT staff as appropriate.</p> <p>Develop and provide written instructions for the common “How To” requests.</p> <p>Coordinate and facilitate tech support for faculty, staff and students at each college for web-based portals and services.</p>	
<b>ITSS - Data Center/Operations</b>	<p>ITSS:</p> <p>Coordinate with Campus Works, District Office and Colleges on District Application Server Farm and data storage regarding the maintenance upgrades, security and the physical safety of the units</p> <p>Assign IP addresses for District operations</p>	<p>College technology staff coordinate with District staff to ensure that the database system is available for the campus departments to carry out their operations, and to provide technical support to campus users</p> <p>Responsible for the maintenance, upgrade, security and physical safety of server and data storage units on the college.</p> <p>Assign IP addresses for college operations.</p> <p>College technology staff provide initial assessment and advice to faculty prior to procurement of new software programs to prevent system conflict or errors.</p>
<b>ITSS - Network/Administration</b>	<p>ITSS:</p> <p>Procure and maintain Administrative Servers (Windows, Linux and Unix).</p> <p>Design, implement and maintain network and infrastructure equipment.</p> <p>Develop mechanisms to manage network growth and internet bandwidth usage.</p> <p>Develop mechanisms for a safe and reliable network (e.g., firewalls, antivirus, intrusion systems).</p>	

Function	District	College
	<p>Back up enterprise and departmental systems.</p> <p>Maintain telecommunications system.</p>	
<b>Purchasing</b>	<p>Purchasing and Warehouse Department:</p> <p>Assure compliance with Federal, State, and District rules and regulations.</p> <p>Encumber all merchandise and services required by the District, in accordance with the appropriate government regulations and policies.</p> <p>Ensure available appropriations for encumbrances and conversion of requisitions to encumbrances.</p> <p>Prepare, evaluate, analyze, and recommend awards of bids for service contracts, equipment and supplies.</p> <p>Maintain database and control for service contracts, independent contractors/consultants, leases, and rental of property and facilities.</p> <p>Execute service contracts, and manage services for maintenance agreements that are centralized (copiers, hardware/software, elevators, parking lot sweeping, landscape, etc.).</p> <p>Provide training and maintain training manuals for the online requisitioning system.</p> <p>Maintain the Record Retention &amp; Destruction Board Policy and Purchasing/Warehouse Procedures Manual.</p> <p>Maintain the Purchasing and Business Opportunities sections of the District’s website and public folders.</p>	<p>College has the authority to make purchasing decisions regarding</p> <ul style="list-style-type: none"> <li>• Minor purchases associated with products, materials, supplies, non-consultant maintenance/repairs and services.</li> <li>• Professional Services/Independent Contractor under bid limit.</li> <li>• Textbook, library books, and educational films, audiovisual materials, workbooks, instructional computer software packages or periodicals.</li> </ul>
<b>Warehouse &amp; Inventory Control</b>	<p>Purchasing and Warehouse Department:</p> <p>Ensure that shipments of received supplies and equipment are correct, undamaged and delivered to departments and sites.</p> <p>Make arrangements for the return of items to vendors and follow up on non-delivery or late delivery of orders.</p> <p>Deliver surplus property from surplus storage site to requestor.</p> <p>Maintain moveable equipment inventory (fixed assets), including upgrades, deletions and transfers of equipment.</p>	<p>Conduct physical inventory every other year.</p> <p>Maintain a nominal supply of furniture and equipment that is intended for re-use at the College.</p> <p>Identify other surplus furniture and equipment to be sent to the District Warehouse.</p> <p>When a need for furniture or equipment surfaces, contact the District Warehouse to determine whether the item is available.</p>



Function	District	College
	<p>Prepare inventory reports and reconcile inventory.</p> <p>Coordinate public auction of surplus property and make arrangements for disposal of remaining items.</p> <p>Maintain District records and when requested, coordinate the delivery and return of records to storage facility.</p> <p>Coordinate biennial physical inventory process.</p>	
<p><b>Police, Public Safety &amp; Security</b></p>	<p>Police Department:</p> <p>Provide enforcement of laws and codes, and oversight of appropriate Board policies.</p> <p>Monitor scheduling of District Police personnel to ensure that adequate and appropriate public safety coverage exists at all sites and for special events.</p> <p>Pursue the constant development of state-of-the-art campus security infrastructure technology in strategic locations within District property and various campus locations.</p> <p>Coordinate response to critical and serious incidents and emergencies.</p> <p>Respond to changes in the environment at and around our facilities by recommending policy changes relating to public safety and security.</p> <p>Facilitate, coordinate and conduct consistent and regular public safety training activities for District and College communities.</p> <p>Conduct public safety and security surveys/analyses.</p> <p>Review and update department policies and procedures in compliance with (Peace Officers Standards and Training (POST) requirements.</p> <p>Provide regular training support for District Police personnel at all sites in compliance with POST.</p> <p>Maintain accurate crime statistics; analyze crime trends and ensure they are reported to the District and College communities and to the Federal Department of Education.</p> <p>Advise District and site administrators on public safety and security concerns, and provide updated information regarding significant</p>	<p>College Presidents and key College personnel stay informed of public safety and security incidents via the daily incident log compiled by the District Police Department.</p> <p>The College administration communicates campus safety needs to the Police Department.</p> <p>In concert with the Police Department, trained personnel, which may include faculty, staff, and students, may serve as first responders to emergency situations on each campus.</p> <p>During critical situations and extreme emergencies, the President's Office/Emergency Operations Center (EOC) Director will establish a direct line of communication with the Police Department, in accordance with the Incident Command System (ICS) concept, to enhance emergency response and service delivery.</p>

Function	District	College
	<p>incidents.</p> <p>Provide technical expertise to administration, staff, and faculty regarding possible solutions to public safety and security problems.</p> <p>Support and advise College Safety and Facilities Committees and College Emergency Preparedness Teams.</p> <p>Maintain liaison with local law enforcement agencies to ensure cooperation and coordination with department on criminal incidents and critical situations</p> <p>Keep College Presidents and key College personnel informed of incidents, via a daily incident log.</p> <p>Develop a schedule of coverage for each campus.</p> <p>In consultation with key campus personnel, the Police Department determines and analyzes the scope and level of services to meet public safety needs for each campus.</p> <p>In concert with trained personnel, which may include faculty, staff, and students, Police Department personnel serve as first responders to emergency situations on each campus and the District Office.</p> <p>During critical situations and extreme emergencies, the Police Department will establish a direct line of communication with the President's Office/Emergency Operations Center (EOC) Director, in accordance with the Incident Command System (ICS) concept, to enhance emergency response and service delivery.</p>	
<b>Facilities Usage</b>		<p>Handle all requests from internal and external groups who request usage of College facilities.</p> <p>Business Services serves as liaison to District Police, Custodians, Grounds staff, IT technicians and campus community with respect to logistics and staff coordination.</p> <p>Assure that outside agents or internal groups are invoiced as appropriate for costs of staff as well as lease costs.</p> <p>Assure that internal and external groups obtain appropriate licensing and insurances as required and necessary.</p>
<b>EDUCATIONAL SERVICES</b>		
<b>Policies</b>	Oversee and coordinate revision and	Provide input regarding new and revised

<b>Function</b>	<b>District</b>	<b>College</b>
	<p>development of new Board Policies and administrative regulations with appropriate staff.</p> <p>Provide liaison with Community College League of California (CCLC) policy subscription service, using that service for consultation and updated legal news.</p> <p>Finalize, maintain, and communicate Board Policies.</p> <p>Prepare board docket items related to new or revised Board Policies.</p>	<p>Board Policies.</p> <p>Develop and implement College procedures in alignment with Board Policies.</p> <p>Ensure faculty and staff awareness of Board Policies and College procedures.</p> <p>Ensure compliance with Board Policies and College procedures.</p>
<b>Planning</b>	<p>Facilitate annual review and revision of Board vision and goals.</p> <p>Facilitate implementation of SJECCD “Plan to Plan.”</p> <p>Provide external and internal environmental scanning information for planning.</p> <p>Implement special plans, as requested.</p> <p>Provide planning expertise to colleges, as requested.</p>	<p>Review the Board’s and Chancellor’s annual goals.</p> <p>Set annual College Strategic Goals.</p> <p>Review collegewide Strategic Goals through the shared governance process.</p> <p>Provide feedback to the Chancellor and Board regarding progress towards College goals.</p> <p>Review and update the College Educational/Facilities Master Plan, the Technology Master Plan and the Student Success Plan on a regular schedule.</p> <p>Evaluate planning processes regularly.</p> <p>Evaluate progress on College performance indicators.</p>
<b>Economic and Workforce Development</b>	<p>Workforce Institute:</p> <p>Provide customized training, testing and assessment services for business and industry on a fee-for-service basis.</p> <p>Coordinate service offerings between credit and non-credit sites as well as with community colleges statewide.</p> <p>Create partnerships among the Workforce Investment Board, the College, and the business community.</p> <p>Develop and enhance training programs designed to serve local workforce needs.</p> <p>Identify emerging industry sectors and develop programs that provide immediate skills upgrades.</p> <p>Assist College career and technical education programs to integrate new workforce skill requirements.</p>	<p>Coordinate career education and workforce development programs and services.</p> <p>Plan and develop new certificate and degree programs.</p> <p>Create working partnerships with the corporate community, to promote job placement for students, defray operational expenditures in high-cost programs, and solicit industry input for the instructional process in order to maintain currency and meet industry employment standards.</p> <p>Manage District and College Vocational and Technical Education Act (VTEA) contracts.</p> <p>Coordinate career education and workforce development programs and services.</p> <p>Represent the College on District, local, regional and State workforce committees. (This includes the California Community College Association of Occupational</p>

Function	District	College
	<p>Conduct environmental scans to keep abreast of workforce trends.</p> <p>Lead ongoing resource development efforts.</p> <p>Serve as a resource for the District and the statewide community college system for training needs.</p> <p>Deliver economic development services by contract.</p> <p>Provide no-cost business consulting and low-cost training for existing small businesses and future entrepreneurs.</p> <p>Conduct job market studies for potential, new and ongoing vocational programs.</p> <p>Develop labor market surveys for occupational programs.</p> <p>Provide customized training, testing and assessment services for business and industry on a fee basis.</p> <p>Maintain close liaison with District credit and non-credit sites as well as with community colleges statewide.</p> <p>Manage the EWD Workplace Learning Resource Center services with community college economic development programs both within and outside the District.</p> <p>Develop and enhance training programs designed to serve local workforce needs. Identify and expand new and developing markets.</p> <p>Manage the operations/program, resource development, and promotion of the Workplace Learning Resource Center and the ACT Center.</p> <p>Implement strategic planning and system building for workforce development.</p> <p>Develop instructional contracts with business and industry.</p>	<p>Education [CCCAOE] and the Bay Area Community College Consortium).</p> <p>Develop and implement strategies for achieving College goals and objectives related to the development and implementation of Career and Technical Education (CTE) programs.</p> <p>Provide leadership for marketing and outreach of CTE programs in high schools, and among special populations within the local community.</p> <p>Collaborate with College departments to plan, develop and implement CTE programs, as well as establish and strengthen partnerships with local businesses and related industries.</p> <p>Plan, develop and maintain the College's compliance with appropriate State and Federal regulations and policies related to workforce development programs.</p> <p>Research and prepare a variety of regular and special reports related to career education and workforce development programs.</p> <p>Provide leadership and supervision for the articulation programs with K-12/Regional Occupational Programs.</p> <p>Work with CTE Advisory Committees on an ongoing basis to review and revise existing CTE programs to meet industry needs.</p> <p>Seek out new training program and expansion opportunities for economic development to meet industry needs.</p> <p>Market and promote opportunities for job training to community, high schools and special populations.</p>
<b>Research</b>	<p>Office of Research and Institutional Effectiveness (ORIE):</p> <p>Participate/contribute to strategic planning and provide support to initiatives addressing institutional effectiveness.</p>	<p>Collaborate with District ORIE on campus-specific research projects.</p> <p>Identify data needs and collaborate with District ITSS to compile data.</p> <p>Engage in campus-specific research using</p>

<b>Function</b>	<b>District</b>	<b>College</b>
	<p>Conduct and coordinate institutional research function for colleges and District.</p> <p>Mine data for colleges and District for commonly asked elements such as success rates using the Reporting Portal, CalPASS, IPEDS, and the Chancellor’s Data Mart.</p> <p>Collaborate with ITSS on data mining from Datatel.</p> <p>Provide access and training on data tools such as the Reporting Portal, CalPASS, Data Mart, and other related tools such as the ORIE Factbook and Accountability Reporting for the Community Colleges (ARCC.)</p> <p>Analyze data obtained from ITSS and other sources and create research reports on the effectiveness of Student Success Initiatives.</p> <p>Develop, administer, and analyze surveys for students, staff and Board of Trustees.</p> <p>Provide guidance to faculty and staff on survey development.</p> <p>Train and provide guidance to individuals and committees on how to interpret data (e.g., Program Reviews, SLOs, special projects).</p> <p>Conduct environmental scanning and literature reviews to drive conversations about student success and to help establish benchmarks for intervention strategies.</p> <p>Validate assessment tests and course placement instruments used at the colleges.</p> <p>Respond to research needs in support of grant proposals.</p>	<p>tools available to faculty and staff: District Portal, CalPASS, and Data Mart.</p> <p>Applicable campus user groups oversee the collection and analysis of College data.</p> <p>The Vice President of Academic Affairs is responsible for collecting and reporting data for external accrediting and regulatory bodies and for collecting, analyzing and disseminating enrollment data.</p> <p>In collaboration with District ORIE, the campus Student Learning Outcomes Committees collect, analyze and disseminate data related to student learning outcomes.</p>
<b>GOVERNANCE</b>		
<b>District Policy Governance</b>	<p>Board of Trustees:</p> <p>Establish structure and create policies related to governance.</p>	<p>Establish consistent timetable for updating Board Policies.</p> <p>Review existing governance structures and existing policies related to governance.</p>
<b>Faculty Participation in Shared Governance</b>	<p>Academic Senates:</p> <p>Provide input to the Board and its designees (Chancellor and College Presidents) on academic and professional matters.</p>	<p>Academic Senates:</p> <p>Serve as representatives to EVC College Council, SJCC College Planning Council, the District Council and the District Budget Committee.</p> <p>In consultation with the Presidents, appoint faculty representatives to all College and District governance committees</p>

Function	District	College
		<p>Recommend to EVC College Council and SJCC College Planning Council the annual approval of the College curriculum to include new, revised and/or deleted programs and courses.</p> <p>Participate in collegial consultation in areas designated by AB1725.</p> <p>Support curriculum efforts under AB 1440, which requires community colleges to align degree programs with area Cal State universities, and which guarantees transfer to the Cal State system.</p> <p>Develop and maintain Program Review processes.</p> <p>In collaboration with the College President and Accreditation Liaison Officer, provide leadership to accreditation activities.</p> <p>Provide recommendations to College Presidents and the Chancellor (Board designees) in areas in which the Board “relies primarily upon” the Senates or in areas where there must be “mutual agreement” between the Board and the Senates.</p>
<b>College Governance</b>		<p>College Planning Council (SJCC) and College Council (EVC):</p> <p>Serve as the collegewide shared governance council.</p> <p>Make recommendations to the President for policies and procedures associated with instruction, student services and administrative services.</p> <p>Oversee College subcommittees.</p>
<b>Student Participation in Shared Governance</b>	<p>Associated Student Government (ASG):</p> <p>Provide input to the Chancellor and College Presidents (Board designees) on student matters as they pertain to governance, through Student Trustees and Board meeting participation of ASG Officers.</p>	<p>Associated Student Government:</p> <p>Provide input to the President on College decisions related to participatory governance</p> <p>Serve as members of SJCC College Planning Council, EVC College Council, District Council and District Budget Committee.</p>
<b>Graphic Communications, Publications, Public Relations and Marketing</b>		
<b>Community Relations</b>	<p>Enhance, monitor and manage community relationships, primarily with external constituents.</p> <p>Share responsibility for community relations with the colleges.</p>	<p>The College Presidents, as part of their commitment to serve the communities in the areas represented by their respective colleges, have ongoing efforts to engage the community at large, including local government, social agencies, business and industry, and civic</p>

Function	District	College
	<p>Create and maintain efforts that promote goodwill for the organization and improve the image within the service area of the District, as well as beyond the boundaries of the District.</p> <p>Produce and distribute an annual report.</p> <p>Participate in capacity-building initiatives that increase the community’s ability to benefit from College programs, services and facilities.</p>	<p>leaders representing various ethnicities and cultures.</p>
<b>Employee Communications</b>	<p>In concert with the colleges, the District staff (including the Chancellor, District webmaster, and other key persons) helps facilitate dialogue among all target audiences about District issues and trends.</p> <p>Manage “Follow Us” section of the District’s two-way website, using social media components such as YouTube Channel, News/Blog Feed, and Twitter.</p> <p>Ensure that the “Be Informed” two-way communication spots for key issues are consistently and systematically updated with current issues, such as the status of accreditation, budget and financials, Bond measure updates, and Master Plan implementation.</p> <p>Host the “Chancellor’s Corner” weekly video update.</p> <p>Produce the monthly online newsletter, which helps faculty and staff be informed, and contributes to better morale and understanding districtwide.</p> <p>Frame internal and external communications efforts about potentially negative or controversial issues/events to ensure that key stakeholders are well informed and that the perception of the District and colleges remain positive.</p> <p>Provide opportunities and tools that facilitate two-way communication amongst target audiences (including current and future employees, the Board of Trustees, current and potential students, taxpayers and voters, current and potential donors, intersegmental education groups, business and industry, media, vendors, and funders/regulators).</p> <p>Ensure that key messages address desired outcomes for each target audience.</p> <p>Use proactive communication media effectively</p>	<p>The Presidents at both colleges hold regular meetings with their respective administrators, managers, and staff members to ensure timely communication and a good working relationship. Depending on the level and need, these meetings are held weekly, biweekly, monthly, or bimonthly. Additionally, the Presidents provide an overall update to their campuses during their Professional Development Day (PDD) addresses in the Fall and Spring.</p>

Function	District	College
	<p>to disseminate consistent messaging centered on the District's value proposition/branding.</p> <p>Make certain that the value proposition/branding manifests itself in the programs and services delivered.</p> <p>Use success metrics that ensure communications/messaging produce desired outcomes.</p>	
<b>Governmental Relations</b>	<p>With counsel from the Board of Trustees, the Chancellor and Cabinet, develop State and Federal public policy agendas.</p> <p>The Executive Director of External Relations advises the Chancellor, the Board of Trustees, and campus leaders about public policy agendas and legislative issues.</p> <p>Monitor and advocate for legislation at State and Federal levels to optimize services to students and the community, and to safeguard and/or advance the interests of the District.</p> <p>Research the legislative impact of specific bills on students, programs and services.</p> <p>Serve as the District's chief liaison to elected officials and their staff, meeting with them annually and sustaining lines of communication to ensure our collective voice is considered and heard in decision-making at local, State, and Federal levels.</p> <p>Initiate strategic activities, supervise and direct contracted political consultants, and participate in legislative committees of Santa Clara County.</p>	<p>When necessary and advised by the Chancellor or Executive Team, the College Presidents serve as links and first-line contacts to the specific constituencies served by each college, and disseminate pertinent information and/or collect feedback for the Chancellor and District team.</p>
<b>Foundation</b>	<p>The Vice Chancellor, Workforce, Economic and Resource Development works with district leaders to identify and develop fund-raising activities and to advance the mission of the SJECCD Foundation.</p> <p>Provides administrative oversight to Foundation.</p>	<p>The Vice Chancellor, Workforce, Economic and Resource Development works with college leaders to identify and develop fund-raising activities and to advance the mission of the SJECCD Foundation.</p>
<b>Publications and Reprographics</b>	<p>Reprographics Department:</p> <p>Provide print bindery and photocopy materials to support instructional, marketing, public relations and other organizational communication goals.</p> <p>Provide graphic design services.</p> <p>Provide US Mail and inter-campus mail services.</p>	
<b>Web Sites</b>	<p>ITSS:</p> <p>Oversee the branding and messaging of the</p>	



Function	District	College
	<p>District web site and train and assist the content publishers in maintaining web pages for their respective departments.</p> <p>Provide support to the EVC and SJCC campus Web Masters in support of the campus web sites.</p> <p>Maintain and configure all Districtwide web sites such as MyWeb, Moodle, Webmail.</p> <p>Provide Moodle support to faculty and students.</p> <p>Provide an online presence for the community, faculty, staff, students, prospective students and media to access general, registration and event information related to SJECCD.</p>	
<p><b>Campus Computing and Audio/Visual</b></p>		<p>Campus Technology Service and Support (CTSS):</p> <p>Provide all computer, audio/visual, and related support to EVC and SJCC.</p> <p>Maintain all classroom/computer lab computer equipment.</p> <p>Install and maintain all computers/printers/projectors and any other computer-related equipment.</p> <p>Provide software troubleshooting support to EVC and SJCC employees.</p> <p>Configure and maintain local campus servers for EVC and SJCC.</p> <p>Provide technical expertise on hardware/software specifications to the colleges that meet not only District standards but also instructional requirements.</p> <p>Develop instructional systems and maintain inventory of instructional hardware and software.</p> <p>Develop effective systems for deploying, maintaining and monitoring classroom equipment and software.</p>

## SJECCD Districtwide Survey

### Delineation of Responsibilities and Functions

#### Survey Findings

Function	District	College	Shared	% Correct	*Highest %
<b>Instructional Programs</b>					
Program/Course Development			X	29.8%	C =51.3%
Course Scheduling			X	13.3%	C =67.4%
Program Review		X		50.0%	C =50.0%
College Catalog			X	15.6%	C =62.8%
Enrollment Management			X	34.4%	S =34.4%
Student Learning Outcomes/Assessment		X		66.0%	C =66.0%
<b>Student Services</b>					
Admissions & Records		X		55.5%	C =55.5%
Assessment		X		65.1%	C =65.1%
Financial Aid			X	21.6%	C =51.8%
International Students		X		49.0%	C =49.0%
Outreach & Recruitment		X		49.5%	C =49.5%
Veterans Affairs		X		51.3%	C =51.3%
Graduation		X		66.0%	C =66.0%
Categorical Programs (Cal-Works, etc.)		X		26.0%	S =31.6%
DSP		X		58.2%	C =58.2%
EOPS/CARE		X		61.5%	C =61.5%
Counseling		X		72.9%	C =72.9%
Student Health Services		X		66.0%	C =66.0%
Student Life and Leadership		X		65.1%	C =65.1%
<b>Human Resources</b>					
Recruitment and Selection of Employees			X	41.2%	S =41.2%
Personnel Files			X	20.1%	D =55.5%
Personnel Transactions			X	18.8%	D =54.6%
Employee Group/Union Contracts and Meet and Confer Groups			X	38.0%	S =38.0%
Risk Management			X	27.0%	D =52.7%
Benefits	X			64.2%	D =64.2%
Equal Employment Opportunity Office	X			59.6%	D =59.6%
<b>Administrative Services</b>					
Auxiliary Services					
Bookstores			X	24.7%	C =42.0%
Food Services			X	51.8%	S =51.8%
<b>Fiscal Services</b>					
Contracts			X	29.3%	D =42.7%
Facilities Master Planning			X	38.5%	S =38.5%
Facilities Maintenance			X	29.3%	S =29.3%
Grounds		X		44.9%	C =44.9%
Custodial Services		X		50.0%	C =50.0%
Bond Management			X	24.3%	D =58.0%
Budget/Accounting			X	35.3%	D =36.7%

Function	District	College	Shared	% Correct	*Highest %
Payroll			X	19.7%	D = 56.4%
Internal Auditor	X			57.8%	D =57.8%
Accounts Payable			X	18.3%	D =58.0%
ITSS – Applications			X	26.1%	D =42.6%
ITSS – Help Desk			X	27.5%	D =40.3%
ITSS – Data Center/Operations	X			55.5%	D =55.5%
ITSS – Network/Administration			X	17.4%	D =55.5%
Purchasing			X	18.8%	D =53.7%
Warehouse & Inventory Control	X			60.5%	D =60.5%
Police, Public Safety & Security			X	31.1%	D =34.8%
Facilities Usage		X		46.7%	C =46.7%
<b>Educational Services</b>					
Policies			X	37.1%	S =37.1%
Planning			X	38.0%	S =38.0%
Economic and Workforce Development			X	33.5%	S =33.5%
Research			X	29.8%	D =40.8%
<b>Governance</b>					
Board of Trustees			X	23.3%	D =55.0%
Academic Senates			X	13.7%	C =56.0%
College Planning Council		X		55.9%	C =55.9%
Associated Students/Student Governance			X	24.3%	C =28.9%
<b>Communications, Publications, Public Relations and Marketing</b>					
Community Relations			X	42.2%	S =42.2%
Employee Communications			X	47.7%	S =47.7%
Governmental Relations			X	22.5%	D =51.8%
Publications			X	35.8%	S =35/8%
Web Sites			X	35.3%	S =35/3%
Reprographics			X	28.4%	C =38.5%
CTSS			X	22.0%	C =44.9%

\*C = College; D=District; S=Shared