

San Diego Community College District City College, Mesa College and Miramar College

Delineation of Functions Map of District and College Organization

Following is a delineation of the areas of functional responsibility between the District office and colleges within the San Diego Community College District: City College, Mesa College and Miramar College. [Refer to Standard IV for evaluation of functions.]

Functions that are the responsibility of the District are intended to provide for efficiency and continuity of services. Functions that are statutorily required are also provided by District operations. The provision of educational programs, student support services, staff development, direct campus operations, and various ancillary functions are the responsibility of the colleges.

[Note that the District has a significant adult continuing education program through Centers for Education and Technology (CET), serving more than 50,000 students. The program operates in a similar relationship to District operations, as does the colleges. Since CET is separately accredited, it will not be included in this map for clarity purposes. The District/College functions are described below.]

- **Board Policy & Administrative Regulations**
Board of Trustees

The Board of Trustees is responsible for establishing policies and procedures that govern all activities related to conducting the business of the District and the colleges. Development and review of policies and procedures are collegial efforts involving a variety of shared governance groups. For policies and regulations that affect academic and professional matters, the Board relies primarily on the academic senates; on matters defined as within the scope of bargaining interests, the Board follows the requirements of negotiations. For administrative matters, the Board relies primarily on the recommendations of staff with input from various constituencies in the development process. The general public may comment at public board meetings on any policy consideration before the Board. (Reference Board Policy 1001).

- **Chancellor**

The Chancellor is the Chief Executive Officer for the District and is responsible for the administration of the District in accordance with the policies established by the Board. The execution of all decisions made by the Board concerning operations of the District is the responsibility of the Chancellor.

- **Presidents**

The President is the Chief Administrative Officer of the college of assignment. The President reports to the Chancellor. The President is responsible for the total college program and provides leadership and coordination for the college community.

- **Budget Development**

District - Assistant Chancellor, Business Services

Colleges - Director of Administrative Services, Academic Senate Presidents

The Board of Trustees delegates budget development to the District administration, under the leadership of the Assistant Chancellor, Business Services. While the Board retains its fiduciary responsibility for fiscal oversight, the District office is responsible for establishing and maintaining the budget in consultation with the colleges. The process for budget development is established in a collaborative manner. A formula for the distribution of funds to the colleges and other District entities has been established through a participatory process. Once funds are distributed, the colleges and administrative departments are responsible for the expenditure of funds within the constraints of state and federal laws.

- **Cafeteria/Bookstore (ABSO)**

District - Assistant Chancellor, Business Services

The cafeteria and bookstore are managed as a separate entity of the District - the Auxiliary Business Services Organization (ABSO). ABSO is the responsibility of the Assistant Chancellor, Business Services. All cafeteria and bookstore operations are managed centrally and have indirect consultative relationships with the colleges.

- **Centralized Computer Services and Support (Information Technology)**

Most centralized IT support is provided under a contract with Systems and Computer Technology Corp. (SCT). With a few exceptions, this organization provides support for the District's administrative computing, networking/telephony, data center operations, web services, desktop computing, and help desk. (Application support for the District's library and finance systems are provided under contract by the respective vendors of those products.) SCT provides desktop support for all District faculty and staff computers, and for instructional labs in the non-credit program. Support for instructional labs in the colleges is provided primarily by technicians reporting directly to the colleges, with supplemental support from the colleges' resident SCT technicians.

The Executive Director of Information Technology is an employee of SCT; however, he is also a member of the Chancellor's Cabinet and of the Information Technology Council.

- **Equal Opportunity/Diversity/Discrimination Complaint Investigation**
District – Diversity and EEOC Compliance Manager
Colleges – Site Compliance Officer

The Diversity and EEOC Compliance Manager is responsible for legal mandates related to compliance and the hiring process. EEOC reports are the responsibility of the District office. Discrimination complaint investigations and resolutions are also the responsibility of the District office in consultation with the site compliance officer on each campus. The site compliance officer is the first responder to complaints and issues on campus and may resolve certain complaints as appropriate.

- **Facilities and Planning**
District - Assistant Chancellor, Facilities Management
Colleges - Director of Administrative Services

The District administration has responsibility for procurement, construction, maintenance and operations of all District facilities. The Assistant Chancellor of Facilities Management coordinates contracts, leases, facilities planning, construction and maintenance and operations. The District uses the consultation process to provide broad participation in the planning of all facilities to ensure campus needs are met. The colleges develop facilities plans that reflect the educational and student support needs of the institutions. These plans form the basis for master planning and facilities development in the District.

College Police
District – Chief of Police

Campus safety and parking operations are the responsibility of the District office. The College Police Department is a centralized operation reporting to a Chief of Police who reports to the Assistant Chancellor, Facilities Management. The Police Department includes a central dispatch for emergency operations. Resources are deployed to the colleges, centrally, with twenty-four hour coverage, seven (7) days a week.

- **Fiscal Oversight**
District - Assistant Chancellor, Business Services
Colleges - Director of Administrative Services

The District carries out the primary responsibility for administering policy and procedures related to the expenditure of funds and has full audit compliance responsibility. Once a budget is defined and approved by the Board, the colleges have autonomy in determining campus expenditures so that they can fulfill the college mission. The District is responsible for the annual audit and works with the colleges to ensure that revenue and expenditure management conforms to good accounting practices and statutes. The District office provides for central coordination of purchasing, accounting, grants and contract management and accounts payable activities. The District is fiscally independent.

- **Government and Public Relations**

District – Director, Public Information and Government Relations
Colleges – Information Officer

The District has substantial need to work with city, county, state, and federal agencies and representatives that interact with the needs of the District. The Director of Public Information and Government Relations works directly with the Chancellor to build partnerships, guide legislative advocacy and maintain relations with federal, state and local agencies. Direct assistance has been given to the campuses in supporting specific initiatives to improve facilities or enhance public awareness. Each college has a Public Information Officer who works closely with the College President and also maintains liaison with local, city and county organizations, as well as state and national agencies, to promote public and media relations and activities for the college.

- **Institutional Research**

District – Assistant Chancellor, Student Services

Institutional Research is a central operation reporting to the Assistant Chancellor, Student Services. The office consists of a liaison for each college who is responsible for the specific research, information and technical needs of the college in addition to District-wide responsibilities. The liaisons work directly with college committees and individuals involved in research and information needs. The office maintains a comprehensive website and is staff support to the Board of Trustees.

- **Instructional Services**

District - Assistant Chancellor, Instructional Services
Colleges – Vice President of Instruction

Curriculum development and provision of academic progress is the responsibility of the college Vice Presidents of Instruction. Curriculum coordination and oversight, articulation, grants, economic development and the international education program are the responsibility of the Assistant Chancellor, Instructional Services. The curriculum approval process is facilitated by CurricUNET, an online decision making tool. In consultation with the colleges and academic leadership, District administration in instruction is responsible for compliance with statute and curriculum alignment across each of the colleges. This Assistant Chancellor, in consultation with the Vice Presidents of Instruction, facilitates the development of each college catalog and all class schedules. Grant development is a shared responsibility between the colleges and the District. This Assistant Chancellor also has oversight responsibility for categorically funded programs related to economic development, including Apprenticeship Programs, Regional Occupational Programs, VTEA, Tech Prep, and various other grant-funded career technical programs or projects.

- **Personnel Support**
District - Assistant Chancellor, Human Resources
Colleges - Director of Administrative Services

The Board of Trustees has delegated the Human Resource responsibilities to the District administration. The functional responsibilities include negotiations, contract management, hiring procedures and processes, worker's compensation, benefits, employee records, payroll, legal services and risk management. The Assistant Chancellor, Human Resources, serves as the chief negotiator for the District representing the Board of Trustees. Policy and procedure development affecting Human Resources is also coordinated through this office. Job classifications and descriptions are maintained by this office for the District. Each campus and District entity has defined responsibilities for participating in hiring procedures, staff evaluation, and contract administration as it relates to supervisory responsibilities. Payroll is also a collaborative effort between this office and the Director of Administrative Services at each college. Legal services related to personnel issues are coordinated through the Assistant Chancellor, Human Resources, in consultation with the Chancellor.

- **Risk Management**
District - Assistant Chancellor, Human Resources
Colleges - Director of Administrative Services

Risk management, including worker's compensation claims and legal matters related to District operations are the responsibility of the Assistant Chancellor, Human Resources. The Risk Management office works in consultation with the Chancellor's Cabinet for all legal matters, as well as the Director of Administrative Services at each college for worker's compensation matters and liability issues.

- **Student Services**
District - Assistant Chancellor, Student Services
Colleges – Vice President of Student Services

Student Services program development and operations are the responsibility of the college Vice President of Student Services. Policy development and oversight, program development, student records, State reporting, State and Federal compliance and audit and Institutional Research are the responsibility of the Assistant Chancellor, Student Services. Policy review and development are coordinated with the colleges and academic leadership. Administrative computing related to student services, including self-service systems (web-based) is also the responsibility of the Assistant Chancellor, Student Services, in coordination with the Vice Presidents of Student Services. Institutional research and data base management is centralized under the responsibility of the Assistant Chancellor, Student Services. Legal services related to students and records are also the responsibility of this Assistant Chancellor.

The following standing collegial Councils and Committees provide a means for effective decision-making throughout the District.

District

- **Budget Development Committee**

The Budget Development Committee is a participatory governance committee comprised of representation from faculty, administrators, staff and students from the colleges and District office.

The role of the Budget Development Committee is to make recommendations to the Chancellor's Cabinet on District-wide budget issues. The committee does not address matters that are within the purview of collective bargaining or personnel matters.

- **Chancellor's Cabinet**

The Chancellor's Cabinet is the executive leadership body of the District. It consists of the Presidents, Assistant Chancellors and Director of Information Technology. Chaired by the Chancellor, the Chancellor's Cabinet meets weekly to discuss and make decisions on policy matters, fiscal operations and planning, legal affairs and matters of the District.

- **Communication Council (AKA Marketing Committee)**

Consists of the Governmental Relations Manager, the District Outreach Officer and Information Officer from each college and CET.

The role of the Council is to provide recommendations to the Chancellor's Cabinet on public information/relations policy development and implementation, and to identify and address public relation issues and identify plans to address issues.

- **Curriculum Instructional Council**

Consists of the Assistant Chancellor of Instructional Services, the Vice Presidents of Instruction from each college and CET and Academic Senate representatives from the colleges and CET.

The role of the Curriculum Instructional Council is to provide coordination of curriculum, District-wide, to develop policies and guidelines for improvement of instruction and to review all procedures and activities related to instructional programs, District-wide.

- **District Executive Council**

Consists of students, faculty and staff representatives from each college and CET.

The role of the Council is to review the Board docket and make recommendations, to share information on major activities in process throughout the District and review District-wide matters related to educational programs and services. The Council does not address matters within the purview of collective bargaining.

- **Information Technology**

Consists of the Assistant Chancellor, Instructional Services; Executive Director, SCT; one representative from each college from management, classified, and academic senate; and one representative from each of the following three councils: Management Services, Instructional, and Student Services.

The Information Technology Council reports to the Chancellor's Cabinet and consists of members who meet to review, monitor, and recommend policies, procedures, and practices relating to the needs, uses, resources allocations, and information control measures for information technology, District-wide.

- **Management Services Council**

Consists of representation from each of the District administrative offices and the Director of Administrative Services from each college and CET.

The role of the Council is to review matters and make recommendations to the Chancellor's Cabinet related to business services, human resources and facilities policy development and implementation. The Council does not address matters that are negotiable.

- **Student Services Council**

Consists of the Assistant Chancellor of Student Services, the Vice President of Student Services from each college and CET, and a representative of the Academic Senate from each college and CET.

The role of the Council is to develop, review, monitor and maintain all student services policies and procedures, District-wide; and to develop and review programs and related student services matters.

College

- **Academic Senate**

The role of the Academic Senate is to represent the college faculty to management at the college as an integral part of decision-making and problem resolution. The Academic Senates make recommendations to the Governing Board on academic and professional matters outside of collective bargaining.

- **Associated Students**

The Associated Student Council is the governing body of the students that promote and represent the best interests of the students and the college. It organizes and directs many student sponsored programs and activities on campus, as well as provides services, which are designed to meet the students' needs.

- **Classified Senates**

The Classified Senate is a governance organization that represents the classified staff on matters not related to collective bargaining. The Classified Senate is included in the colleges' participatory governance councils, holds special events for the staff, and provides opportunities and forums for the sharing of information, ideas and concerns.

- **Participatory Governance Councils**

The President's Cabinet at Mesa College is the participatory governance council of the institution. Chaired by the College President, its membership includes representatives of the Academic Senate (4), Senior Administration (4), Classified Senate (2), Middle Management (1) and Associated Students (2). The President's Cabinet is responsible for college plans, budget development, major decisions, problem-solving and other matters not related to collective bargaining.

The function of the President's Cabinet at City College is similar to that of Mesa College, but the membership composition is slightly different. Membership includes the College President, Senior Administration (4), Academic Senate Officers (4), Classified Senate President (1), Middle Management (1), Associated Students Representative (1), and Public Information Officer (1).

The Miramar College Executive Council (CEC) is the College's primary shared governance body. Representatives from administration, the Academic Senate, the Classified Senate, and the Associated Students deliberate and seek consensus on issues facing the college; additionally, the CEC orchestrates the College's major initiatives in Strategic Planning, Budget and Planning, Grants and Projects, Institutional Effectiveness and Learning Outcomes, among others. The CEC also oversees the work of the College's shared governance committees and facilitates communication among college constituency groups.

Community Involvement

- **Auxiliary Organization**

The San Diego Community College Auxiliary Organization is a 501(c) (3) nonprofit organization. It undertakes contract education and other permitted activities that will provide annual direct support to the District Colleges. Its Board is comprised of the College Presidents, Academic Senate representatives, the Student Trustee and District administrators.

- **College Foundations**

The College Foundations are 501(c) (3) charitable organizations that support and advance the educational and student services provided by the colleges. At each college, the Foundation Board of Directors includes both public members and institutional members and is the organizational authority for the Foundation. The Foundations annually raise and distribute funds for student scholarships and special college projects.

- **District Corporate Council**

The Corporate Council is a group of San Diego's leading business professionals who have committed financial and professional support to the District. The Corporate Council was created to match the needs of the business community with the professional team working to train and educate San Diego's workforce. It serves as a forum for the business perspective and helps the District plan the best educational strategies for students. There are currently 20 corporate members.

- **Proposition S Oversight Committee**

The Citizen's Oversight Committee (COC) was established as a result of the successful passage of Proposition S, a \$685 million bond issue approved by over 68% of the voters. The committee is responsible for informing the public concerning the District's expenditure of bond proceeds, reviews those expenditures and ensures that the expenditures are spent in accordance with the law and the ballot measure and to prepare and present an annual report of the activities and expenditures to the Board. The law requires a minimum of 7 members; 5 of which must represent specific groups, such as student government, business organizations, senior citizens' organization, taxpayers' organization and a foundation or advisory council supporting a college or the District. There are currently 14 members.

- **Trustee Advisory Committees**

The role of the Trustee Advisory Councils is to facilitate communication among citizens, Board members and educators. Each Trustee appoints his/her own Council member from the community, subject to approval by the Board as a whole.