



**San Diego Community College District
City College, Mesa College, Miramar College
and
Continuing Education**

**Delineation of Functions
Map of District and College/Continuing Education
Functional Organization**

The San Diego Community College District is comprised of 5 major operational components: City College, Mesa College, Miramar College, Continuing Education and the District administrative departments that support campus and overall operations, including Business and Technology Services, Facilities Management, Human Resources, Instructional Services & Planning and Student Services.

Functions that are the responsibility of the District administrative departments are intended to provide for efficiency and continuity of services and programs. Compliance and functions that are statutorily required are also the responsibility of various District operations. The provision of educational programs, student support services, staff development, direct campus operations, and various ancillary functions are the responsibility of each College and Continuing Education.

Following is a delineation of the areas of functional responsibility between the District administrative departments, the Colleges and the Continuing Education program within the San Diego Community College District.

It should be understood that all administrative departments and operations in the District Office are under the final authority of the Chancellor, and the College/Continuing Education operations are under the final authority of the President, who reports to the Chancellor. The Board of Trustees is the final level of authority for all functions within the District.

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

The Board of Trustees is responsible for establishing policies that govern all activities related to conducting the business of the District, the Colleges, and Continuing Education. Development and review of policies and procedures are collegial efforts involving a variety of participatory governance groups throughout the organization. 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 and review process. The general public may comment at public Board meetings on any policy consideration or other matters before the Board.

- **Chancellor**

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

- **Presidents**

The President is the institutional Chief Executive Officer of the College/Continuing Education. The President reports to the Chancellor. The President is responsible for the day-to-day operation of the total College/Continuing Education program and provides leadership and coordination for the College/Continuing Education community.

The Presidents and Chancellor provide overall leadership and operational authority on all of the functional areas that follow.

- **Bookstore/Cafeteria (ABSO)**

**District – Executive Vice Chancellor, Business and Technology Services
College/Continuing Education – Vice President of Administrative Services**

The cafeteria and bookstore are managed and operated as a separate business enterprise of the District - the Auxiliary Business Services Organization (ABSO). ABSO is the responsibility of the Executive Vice Chancellor, Business and Technology Services. All cafeteria and bookstore operations are managed centrally and have indirect consultative relationships with the Colleges and Continuing Education Vice Presidents of Administrative Services. The Vice Presidents of Administrative Services are responsible for indirect oversight of the orderly, day-to-day operation of the bookstore and cafeteria.

- **Budget Development**

**District – Executive Vice Chancellor, Business and Technology Services
College/Continuing Education – Vice President of Administrative Services**

The Board of Trustees delegates budget development to the District administration, under the leadership of the Executive Vice Chancellor, Business and Technology 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 Vice Presidents of Administrative Services, as well as other College and Continuing Education leadership. Budget is developed in a collaborative manner. A formula for the distribution of funds to the Colleges, Continuing Education and other District operations has been established through a participatory process. This formula has been refined annually with input from the districtwide Budget Development and Institutional Planning Committee, comprised of faculty leaders and administrators from throughout the District. Once funds are distributed, the colleges and administrative departments are responsible for the

expenditure and monitoring of funds within the constraints of local, state and federal laws. Audits and fiscal controls are the responsibility of the District administrator.

- **College Police**
District – Chief of Police; Vice Chancellor, Facilities Management
College/Continuing Education – Police Lieutenant; Vice President, Administrative Services

Campus safety and parking operations are the overall responsibility of the District Office. The College Police Department is a centralized operation reporting to a Chief of Police who reports to the Vice Chancellor, Facilities Management. The Police Department includes P.O.S.T. Certified Police Officers assigned to each College and Continuing Education and a central dispatch for emergency operations. There is also a Police sub-station located on each college campus. The College Police staff on site at the Colleges and Continuing Education interface directly with the President and Vice President of Administrative Services, who serves as the college administrative officer responsible for campus safety and parking operations. Resources are managed and deployed centrally to the Colleges/Continuing Education as well as the District Office, with twenty-four hour coverage, seven (7) days a week. The Chief of Police is also responsible for the development, maintenance and execution of emergency response operations for the District.

- **Facilities Planning and Operations**
District – Vice Chancellor, Facilities Management
College/Continuing Education – Vice President of Administrative Services

The District administration has responsibility for procurement, construction, maintenance and operations of all District facilities and construction projects. The Vice Chancellor, Facilities Management coordinates contracts, leases, facilities planning, construction, maintenance and operations. The District uses the consultation process to provide broad participation in the oversight of maintenance and construction of all facilities to ensure campus needs are met. The Colleges and Continuing Education develop facilities master plans and scheduled maintenance priorities that reflect the educational and student support needs of each institution. These plans form the basis for facilities master planning and facilities development in the District.

The Vice President of Administrative Services is responsible for facilities maintenance and operations along with facilities planning at each College and Continuing Education. The Vice President of Administrative Services oversees the daily operation of the physical plant of the campus, including maintenance, construction projects and operation of all facilities.

The District administration is also responsible for two major construction bond projects (Propositions S & N), including the procurement and construction of several major facilities throughout the District. The District Office works very closely with the Colleges and Continuing Education, under the leadership of the President and Vice President of Administrative Services, along with faculty and staff, in the design, planning and build-out of each project. The District administration is also responsible for reporting and responding to the Propositions S & N Citizens' Oversight Committee on all matters pertaining to the bond projects.

- **Fiscal Oversight**

- District – Executive Vice Chancellor, Business and Technology Services
College/Continuing Education - Vice President of Administrative Services**

The District Office has the primary responsibility for administering all policies and procedures related to the expenditure of funds and has full audit compliance responsibility. Once a budget is developed and approved by the Board of Trustees, the Colleges and Continuing Education have autonomy in determining campus expenditures so that they can fulfill their mission. The District Office is responsible for the annual audit and works with the Colleges and Continuing Education to ensure that revenue and expenditure management conforms to generally accepted accounting practices and statutes. The District Office provides for central coordination of purchasing, accounting, grants and contract management and accounts payable activities. The District Office also has an internal auditor who is responsible for monitoring accounting practices and internal controls throughout the organization. The San Diego Community College District is fiscally independent.

- **Human Resources**

- District – Vice Chancellor, Human Resources
Colleges/Continuing Education – Vice President of Administrative Services**

The Board of Trustees has delegated the responsibilities for Human Resources management to the District administration. The functional responsibilities include negotiations, contract management, hiring procedures and processes, workers' compensation, employee benefits, employee records, payroll, legal services and risk management. The Vice 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 department. Job classifications and descriptions are developed and maintained by the District Office. The hiring process is managed and monitored by the District Office. The Presidents, Chancellor and Board of Trustees are responsible for final hiring decisions. Each College, Continuing Education, as well as the various District departments have 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 the District Office and the Vice Presidents of Administrative Services at each College and Continuing Education. Legal services related to personnel issues are coordinated through the Vice Chancellor, Human Resources, in consultation with the Chancellor.

- **Information Technology**

- District – Executive Vice Chancellor, Business and Technology Services
Director of Information Technology**

Information Technology is responsible for the District's administrative computing, network data and voice services, data center operations, web services, desktop computing, and a 24/7 Help Desk. Application support for the District's library is provided under contract by the vendor of the library system. Support for the instructional labs at the College and Continuing Education is provided by technicians from Information Technology that report to the leadership at the

Colleges and Continuing Education. Additional Instructional Technicians are located on the campuses, to provide support for instructional computing.

The Director of Information Technology reports to the Executive Vice Chancellor, Business and Technology Services. Operational responsibility for the Administrative Finance System, the Human Resources System and the Student Information System resides with the respective Vice Chancellor for each functional area.

- **Institutional Research & Planning**
District – Vice Chancellor, Student Services; Director, Institutional Research & Planning
College/Continuing Education – President; College Researcher

Institutional Research is a districtwide operation reporting to the Vice Chancellor, Student Services. It consists of a central component responsible for districtwide data, studies and information, as well as a college-based researcher at each College and Continuing Education. (Currently, only two of the college-based researchers are filled). The college-based researchers report to the Colleges and Continuing Education for work direction and research priorities, along with a formal reporting relationship with the District Office for training, evaluation, research protocols, database management and additional support for projects. The central office is responsible for annual accountability reporting, enrollment projections, state reporting and developing a culture of evidence, inquiry, and action for the District. It provides data and information support to District and College/Continuing Education planning efforts, including Program Review, Accreditation, Basic Skills, Strategic Planning, ARCC and Enrollment Management. The office maintains a comprehensive website and provides regular reports on a variety student progress and outcome indicators to the Chancellor and Board of Trustees. The department is also responsible for establishing an annual Research agenda for the District and supports the Colleges and Continuing Education in development of their Research agendas.

- **Instructional Services & Planning**
District – Vice Chancellor, Instructional Services and Planning
Colleges/Continuing Education – Vice President of Instruction/Vice President of Instruction & Student Services (Continuing Education)

Curriculum development, as well as provision of the academic program, is the responsibility of the Vice Presidents of Instruction at the Colleges and Vice President of Instruction and Student Services at Continuing Education. Coordination and alignment of curriculum, including compliance with Title 5 and policy and procedure development related to instruction is the responsibility of the Vice Chancellor, Instructional Services and Planning, in consultation with the Colleges and Continuing Education's academic leadership and administration. Coordination of grants and contracts, economic development, online education, International Education, Military Contract Education and several categorically funded career technical programs are also the responsibility of the District Office. Grant development is a collaborative responsibility between the Colleges and the District Office with resources provided by the District Office. The District administration has primary responsibility for developing and maintaining

relationships with industry and a Corporate Council to address workforce needs. Oversight of the District's large online education program, including training, website development, and maintenance is the responsibility of the District Office in coordination with the Colleges and Continuing Education.

- **Legal Services & EEO**

**District – Vice Chancellor, Human Resources; Director, Legal Services & EEO
College/Continuing Education – Site Compliance Officer**

The Director, Legal Services & EEO is responsible for legal mandates related to compliance and employment. EEO reporting, monitoring, and training are the responsibility of the District Office. Discrimination complaint investigations and formal resolutions are also the responsibility of the District Office in consultation with the Site Compliance Officer at each College and Continuing Education. The Site Compliance Officer is the first responder to complaints and issues on campus, in consultation with the President, and may resolve certain complaints informally, as appropriate.

- **Public Information and Government Relations**

**District – Director, Public Information and Government Relations
College/Continuing Education – Public Information Officer**

The District has substantial involvement with city, county, state, and federal agencies along with other representatives that interact with and impact 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 and officials, including the media. Direct assistance is also provided to the Colleges and Continuing Education to enhance public awareness. Each College and Continuing Education has a Public Information Officer who works closely with the 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. The District Office is responsible for several major publications designed to ensure that the community is informed of College and Continuing Education operations and initiatives, including an *Annual Report*, an *Economic Impact Report*, *Propositions S & N Report*, *Board and Chancellor's Cabinet Reports* (monthly) and the *WE – With Excellence*, a quarterly report on current programs and activities. The District Office also maintains the content of the District website, a source of information for both external and internal constituents.

- **Risk Management**

**District – Vice Chancellor, Human Resources; Risk Manager
College/Continuing Education – Vice President of Administrative Services**

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

- **Student Services**
District – Vice Chancellor, Student Services
Colleges/Continuing Education – Vice President of Student Services/Vice President of Instruction & Student Services (Continuing Education)

Student Services program development and operations are the responsibility of the Vice Presidents of Student Services at the Colleges and the Vice President of Instruction & Student Services at Continuing Education. Policy development and oversight, program development, student records, state reporting, state and federal compliance and audit, Institutional Research, District Outreach and Disability Support Programs and Services are the responsibility of the Vice Chancellor, Student Services. Policy review and development are coordinated with the Colleges and Continuing Education's academic and student services leadership. Administrative computing related to students and services, including self-service systems (web-based) and access to student information is also the responsibility of the Vice Chancellor, Student Services, in coordination with the Vice Presidents of Student Services. Compliance with state and federal laws, including legal services related to students and records are also the responsibility of the District Office.

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

District

- **Budget Development and Institutional Planning Advisory Committee**

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

The role of the Budget Development Committee is to make recommendations to the Chancellor and Chancellor's Cabinet on districtwide budget and planning 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, Vice Chancellors and Director of Public Relations. Chaired by the Chancellor, the Chancellor's Cabinet meets weekly to discuss and make decisions on policy matters, planning and budget, fiscal operations, legal affairs and other important matters of the District.

- **Curriculum Instructional Council**

The Curriculum Instructional Council consists of the Vice Chancellor, Instructional Services & Planning, the Vice Presidents of Instruction from each College and Continuing Education and Articulation Officers and Curriculum Committee Chairs from the Colleges and Continuing Education.

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

- **District Governance Council**

The District Governance Council serves as the districtwide communication, planning and review forum on matters pertaining to major issues affecting the District. It consists of students, faculty and staff representatives from each College and Continuing Education along with representatives from each of the District administrative offices.

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

- **District Marketing & Outreach Committee**

The District Marketing & Outreach Committee consists of the Governmental Relations Manager, the District Outreach Officer and Information Officer from each College and Continuing Education.

The role of the committee is to serve as the vehicle for reviewing, planning and coordinating marketing and outreach activities to ensure good communication and an effective, complementary balance in marketing and outreach activities between the District and the Colleges and Continuing Education.

- **District Strategic Planning Committee**

The Strategic Planning Committee serves as the districtwide vehicle for initiation and coordination of districtwide strategic planning to ensure good communication and effective oversight of the planning process. The committee is comprised of faculty and administrative representatives from throughout the District. The committee serves as an effective, complementary balance in planning activities between the District and the Colleges and Continuing Education.

- **Management Services Council**

The Management Services Council consists of representation from each of the District administrative offices and the Vice President of Administrative Services from each College and Continuing Education.

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**

The Student Services Council consists of the Vice Chancellor of Student Services, the Vice President of Student Services from each College and Continuing Education, and a representative of the Academic Senate from each College and Continuing Education.

The role of the Council is to develop, review, monitor and maintain all student services policies and procedures, and processes districtwide; and to develop and review programs and related student services matters to ensure continuity and consistency of the provision of services to students throughout the district.

- **United Student Council**

The United Student Council is comprised of the Student Trustee from each College, along with the district advisor. The role of the Council is to review the Board agenda and to serve as the participatory voice of students on districtwide matters. The Council is facilitated by the Vice Chancellor, Student Services.

Colleges and Continuing Education

- **Academic Senates**

The role of the Academic Senate is to represent the College and Continuing Education faculty to management at the College and Continuing Education as an integral part of decision-making and problem resolution. The Academic Senates make recommendations to the Governing Board on all 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 and Continuing Education. The Associated Students organize and direct many student sponsored programs and activities on campus, as well as provide services, which are designed to meet student 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 College and Continuing Education participatory governance councils, holds special events and professional development activities 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 Council at City College is similar to that of Mesa College, but the membership composition is slightly different. Membership includes the College President, Senior Administration (3), Academic Senate Officers (3), Institutional Technology Council (1), and Classified Senate (1).

The Miramar College Executive Council (CEC) is the College's primary participatory 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 participatory governance committees and facilitates communication among college constituency groups.

The Continuing Education Executive Governance Council is the overarching participatory governance council for the institution. It is comprised of Presidents (1) and Vice Presidents (2) from each of the three constituency groups, respectively, the Administration, the Academic Senate, and the Classified Senate. This body receives recommendations from more than 30 subcommittees and is ultimately charged with making recommendations to the Continuing Education President.

Community Involvement

- **Auxiliary Organization**

The San Diego Community College Auxiliary Organization is a 501(c) (3) nonprofit organization that provides support to the education needs of the Colleges and Continuing Education, annually. The Auxiliary Board is comprised of the College Presidents, Academic Senate representatives, a Student Trustee and District administrators.

- **College and Continuing Education Foundations**

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

- **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 23 corporate members.

- **Citizens' Oversight Committee**

The Citizens' Oversight Committee (COC) was established as a result of the successful passage of Proposition "S," a \$685 million bond issue and Proposition "N," an \$870 million bond issue. The committee is responsible for informing the public concerning the District's expenditure of bond proceeds and ensuring that all the expenditures are in accordance with the law and the ballot measures. The Oversight Committee is also responsible for the preparation and presentation of an annual report of the activities and expenditures for 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 17 members.

- **Trustee Advisory Council**

The role of the Trustee Advisory Council is to facilitate communication among citizens, Board members and educators. Members of the Council can be nominated by any Trustee, subject to the approval by the Board as a whole. The current membership is 26.

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