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

A. MISSION

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

Function	District Office	Colleges
Mission Review	1. The District's Mission (The 3 colleges and the district office) is reviewed by the District Strategic Planning Council as the District Strategic Plan is developed. 2. The mission is revised by the District Strategic Planning Council as plans are updated.	1. Each college has the responsibility to periodically review, revise, and approve its mission, vision, and values.
Mission Alignment	1. The District mission drives the programs and services provided to the colleges and guides resource allocation and goal settings for the District Strategic Planning and District Budget Advisory Councils. 2. The District Office presents the mission to the Board of Trustees as a component of District Strategic Planning. 3. The District Office of Institutional Research presents data and reports relevant to the District's mission to Board of Trustees annually. 4. The District Office of Institutional Research compiles data for internal and external environmental scans for strategic planning purposes.	1. Each college uses their program review processes, along with local governance approval processes, in reviewing data and aligning mission, vision, and values with program offerings, etc. The program review process includes the review and evaluation of data. Additional data and reports are provided to inform strategic planning processes at the discipline, department, and college levels.

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Mission Approval	1. The District Office prepares the Board agenda to take the District and college mission statement to the Board of Trustees for approval.	1. The Board of Trustees approves the mission, vision, and values. Local and District governance approval is followed by each of the colleges.

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B. ASSURING ACADEMIC QUALITY AND INSTITUTIONAL EFFECTIVENESS

Academic Quality

1.   The institution demonstrates a sustained, substantive and collegial dialog about student outcomes, student equity, academic quality, institutional effectiveness, and continuous improvement of student learning and achievement.

2.   The institution defines and assesses student learning outcomes for all instructional programs and student and learning support services. The institutional members understand these goals and work collaboratively toward their achievement.

3.   The institution establishes institution-set standards for student achievement, appropriate to its mission, assesses how well it is achieving them in pursuit of continuous improvement, and publishes this information.

4.   The institution uses assessment data and organizes its institutional processes to support student learning and student achievement.

Function	District Office	Colleges
Monitor	1. Monitors and reports on strategic planning milestones.	1. Program review, student learning outcomes, equity, and strategic planning reports provide monitoring, including on-going dialogue with strategic planning processes, governance, and campus communities.
Evaluate	1. Evaluates student achievement versus strategic planning targets.	1. Evaluate data and progress with respect to targets, institution set standards, etc. Identify achievements and gaps. Includes on-going dialogue with strategic planning processes, governance, and campus communities.
Assess	1. Assesses its planning processes and makes changes where necessary.	1. Assess processes including strategic planning, program review, outcomes and assessment, curriculum quality, student equity, etc. and make changes as necessary, including on-going dialogue with strategic planning processes, governance, and campus communities.

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Institutional Effectiveness

5.   The institution assesses accomplishment of its mission through program review and evaluation of goals and objectives, student learning outcomes, and student achievement. Quantitative and qualitative data are disaggregated for analysis by program type and mode of delivery.

6.   The institution disaggregates and analyzes learning outcomes and achievement for subpopulations of students. When the institution identifies performance gaps, it implements strategies, which may include allocation or reallocation of human, fiscal and other resources, to mitigate those gaps and evaluates the efficacy of those strategies.

7.   The institution regularly evaluates its policies and practices across all areas of the institution, including instructional programs, student and learning support services, resource management, and governance processes to assure their effectiveness in supporting academic quality and accomplishment of mission.

8.   The institution broadly communicates the results of all of its assessment and evaluation activities so that the institution has a shared understanding of its strengths and weaknesses and sets appropriate priorities.

9.   The institution engages in continuous, broad based, systematic evaluation and planning. The institution integrates program review, planning, and resource allocation into a comprehensive process that leads to accomplishment of its mission and improvement of institutional effectiveness and academic quality. Institutional planning addresses short- and long-range needs for educational programs and services and for human, physical, technology, and financial resources.

Function	District Office	Colleges
Institutional Research	1. Provides information and data support to district academic and administrative committees, strategic planning, and enrollment management, with particular emphasis on student equity and strategic planning in alignment with its mission. 2. Provides leadership and coordination to the District Institutional Research Coordination Committee, which meets monthly to facilitate and collaborate with the District's research resources. If a project spans each of the colleges, the District Office coordinates with each of the colleges to gather and present college-level data.	1. Each college provides its own research, reports, etc to inform assessment, strategic planning, and discipline, department, and college-wide decisions in alignment with each college's mission.

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	3. Presents district-level research findings to the Board of Trustees.	
Assessment of Outcomes Data	1. Through its program review process, District Services develops service area outcomes and assesses these to determine areas for improvement.	1. Each college has the primary responsibility of evaluating learning outcomes and identifying areas for improvement. Assessment results are reported in the annual assessment report and the annual ACCJC report.
Evaluating the Processes and Institution-set Standards	1. District Services has begun an analysis of business processes as part of the ERP procurement process. Various process improvements are discussed in VPSS, VPAA, DEMC, DSPS, etc., and when appropriate, acted upon. Regular monitoring of milestones and evaluation of targets occurs as part of the district strategic planning process.	1. In coordination with the other colleges, Student Learning Outcomes (SLO's) are created. Programs establish Program Learning Outcomes (PLO's). Both are approved through the curriculum committee process. Also, see the Academic Quality section for additional information regarding this function.
Program Review (Also included in Standard II.A.)	1. The District Office annually completes program reviews for its administrative offices. 2. The District Office coordinates each of the colleges' program review committee chairs as necessary to provide communication and alignment with mission, vision, and values.	1. Each college ensures all programs complete periodic program reviews to align their initiatives and projects with each college's Strategic Plan. Each college uses the plans to integrate college-level planning and communication in alignment with the mission and institution-level goals.
Equity	1. The District has equity as one of its six strategic planning goals, and equity is a focus in every meeting, discussion, and decision. The District Strategic Plan has milestones and targets for equity strategies.	1. Each college has the primary responsibility to review and implement strategies to close equity gaps including monitoring and evaluating equity data and creating and implementing an equity plan.

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Strategic Planning	1. The Colleges and the District Office share the responsibility for Strategic Planning. Each of the college's strategic plans informs the District Office's strategic plan.	1. The colleges and the District Office share the responsibility for Strategic Planning. Each college must develop its own Strategic Plan, but coordination with the other colleges and with the District is important. Each college's plan should inform the District Offices Strategic plan.
Integration of Planning	1. The District Office provides the framework for and ensures the communication of planning across the three colleges as well as within the District Office administrative functions. This includes coordinating cross-college meetings and committees.	Each college creates and implements its operational plans in alignment its mission and strategic plans.

Institutional Integrity

1.   The institution assures the clarity, accuracy, and integrity of information provided to students and prospective students, personnel, and all persons or organizations related to its mission statement, learning outcomes, educational programs, and student support services. The institution gives accurate information to students and the public about its accreditation status with all of its accreditors.

2.   The institution provides a print or online catalog for students and prospective students with precise, accurate, and current information on all facts, requirements, policies, and procedures listed in the "Catalog Requirements" (see endnote).

3.   The institution uses documented assessment of student learning and evaluation of student achievement to communicate matters of academic quality to appropriate constituencies, including current and prospective students and the public.

4.   The institution describes its certificates and degrees in terms of their purpose, content, course requirements, and expected learning outcomes.

5.   The institution regularly reviews institutional policies, procedures, and publications to assure integrity in all representations of its mission, programs, and services.

6.   The institution accurately informs current and prospective students regarding the total cost of education, including tuition, fees, and other required expenses, including textbooks, and other instructional materials.

7.   In order to assure institutional and academic integrity, the institution uses and publishes governing board policies on academic freedom and responsibility. These policies make clear the institution's commitment to the free pursuit and dissemination of knowledge, and its support for an atmosphere in which intellectual freedom exists for all constituencies, including faculty and students.

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8. The institution establishes and publishes clear policies and procedures that promote honesty, responsibility and academic integrity. These policies apply to all constituencies and include specifics relative to each, including student behavior, academic honesty and the consequences for dishonesty.

9. Faculty distinguish between personal conviction and professionally accepted views in a discipline. They present data and information fairly and objectively.

10. Institutions that require conformity to specific codes of conduct of staff, faculty, administrators, or students, or that seek to instill specific beliefs or world views, give clear prior notice of such policies, including statements in the catalog and/or appropriate faculty and student handbooks.

11. Institutions operating in foreign locations operate in conformity with the Standards and applicable Commission policies for all students. Institutions must have authorization from the Commission to operate in a foreign location.

12. The institution agrees to comply with Eligibility Requirements, Accreditation Standards, Commission policies, guidelines, and requirements for public disclosure, institutional reporting, team visits, and prior approval of substantive changes. When directed to act by the Commission, the institution responds to meet requirements within a time period set by the Commission. It discloses information required by the Commission to carry out its accrediting responsibilities.

13. The institution advocates and demonstrates honesty and integrity in its relationships with external agencies, including compliance with regulations and statutes. It describes itself in consistent terms to all of its accrediting agencies and communicates any changes in its accredited status to the Commission, students, and the public.

14. The institution ensures that its commitments to high quality education, student achievement and student learning are paramount to other objectives such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.

Function	District Office	Colleges
Review of Institutional Policies and Procedures	1. District Services coordinates a review of all Board of Trustees policies and administrative procedures in coordination with shared governance groups. Policies and procedures are submitted to the Board of Trustees for approval.	1. Assesses and improves its policies and procedures in collaboration with the District Office and participation in shared governance groups.
Data Reporting	1. The District Office has secondary responsibility for this standard. Ensure that each college has the technology needed to meet this standard. While reporting occurs at the District level, each college shares the responsibility for	1. Each college has the primary responsibility to undergo and maintain accreditation as well as inform program review, assessment, strategic planning, and the evaluation of Institutional Effectiveness.

	evaluating and advising the District on the context and appropriate use of the data to inform District-Level discussions. All data reported to the Chancellor's Cabinet and Board of Trustees is be reviewed by the Colleges prior to being presented.	
College Publication Accuracy (Catalog, handbook, schedule of classes, websites)	1. Responsible for the administrative process of initiating the review and revisions, including the development of the timeline and monitoring the progress, coordinating the curriculum inclusion for shared curriculum, and producing the final products. 2. The MLA Handbook, HR publications, financial handbooks, etc. are the responsibility of the District Office to update as needed.	1. Ensures compliance by reviewing and revising publication content for accuracy. Admissions & Records ensures that data released is done per FERPA guidelines and/or internal RCCD policies.
Accreditation	1. The District Office supports accreditation efforts, but the primary responsibility is at each college. The offices for finance, facilities, information technology, and human resources are shared across the district and each of the colleges coordinate with the district office to report and assess the standards for these accreditation processes. 2. The District Office coordinates with the Board of Trustees and each of the colleges on Accreditation Standard IV.	1. Each college participates independently in the accreditation process. The colleges are the accreditation body -- and the District Office supports their work. 2. The offices of finance, facilities, information technology, and human resources are shared across the district and each of the colleges coordinate with the district office to report and assess the standards for these accreditation processes.

Standard II: Student Learning Programs and Support Services

A. INSTRUCTIONAL PROGRAMS

1.   All instructional programs, regardless of location or means of delivery, including distance education and correspondence education, are offered in fields of study consistent with the institution's mission, are appropriate to higher education, and culminate in student attainment of identified student learning outcomes, and achievement of degrees, certificates, employment, or transfer to other higher education programs.

2.   Faculty, including full time, part time, and adjunct faculty, ensure that the content and methods of instruction meet generally accepted academic and professional standards and expectations. Faculty and others responsible act to continuously improve instructional courses, programs and directly related services through systematic evaluation to assure currency, improve teaching and learning strategies, and promote student success.

3.   The institution identifies and regularly assesses learning outcomes for courses, programs, certificates and degrees using established institutional procedures. The institution has officially approved and current course outlines that include student learning outcomes. In every class section students receive a course syllabus that includes learning outcomes from the institution's officially approved course outline.

4.   If the institution offers pre-collegiate level curriculum, it distinguishes that curriculum from college level curriculum and directly supports students in learning the knowledge and skills necessary to advance to and succeed in college level curriculum.

5.   The institution's degrees and programs follow practices common to American higher education, including appropriate length, breadth, depth, rigor, course sequencing, time to completion, and synthesis of learning. The institution ensures that minimum degree requirements are 60 semester credits or equivalent at the associate level, and 120 credits or equivalent at the baccalaureate level.

6.   The institution schedules courses in a manner that allows students to complete certificate and degree programs within a period of time consistent with established expectations in higher education.

7.   The institution effectively uses delivery modes, teaching methodologies and learning support services that reflect the diverse and changing needs of its students, in support of equity in success for all students.

8.   The institution validates the effectiveness of department-wide course and/or program examinations, where used, including direct assessment of prior learning. The institution ensures that processes are in place to reduce test bias and enhance reliability.

9.   The institution awards course credit, degrees and certificates based on student attainment of learning outcomes. Units of credit awarded are consistent with institutional policies that reflect generally accepted norms or equivalencies in higher education. If the institution offers courses based on clock hours, it follows Federal standards for clock-to-credit-hour conversions.

10.   The institution makes available to its students clearly stated transfer-of-credit policies in order to facilitate the mobility of students without penalty. In accepting transfer credits to fulfill degree requirements, the institution certifies that the expected learning outcomes for transferred courses are comparable to the learning outcomes of its own courses. Where patterns of student enrollment between institutions are identified, the institution develops articulation agreements as appropriate to its mission.

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11.   The institution includes in all of its programs, student learning outcomes, appropriate to the program level, in communication competency, information competency, quantitative competency, analytic inquiry skills, ethical reasoning, the ability to engage diverse perspectives, and other program-specific learning outcomes.

12.   The institution requires of all of its degree programs a component of general education based on a carefully considered philosophy for both associate and baccalaureate degrees that is clearly stated in its catalog. The institution, relying on faculty expertise, determines the appropriateness of each course for inclusion in the general education curriculum, based upon student learning outcomes and competencies appropriate to the degree level. The learning outcomes include a student's preparation for and acceptance of responsible participation in civil society, skills for lifelong learning and application of learning, and a broad comprehension of the development of knowledge, practice, and interpretive approaches in the arts and humanities, the sciences, mathematics, and social sciences.

13.   All degree programs include focused study in at least one area of inquiry or in an established interdisciplinary core. The identification of specialized courses in an area of inquiry or interdisciplinary core is based upon student learning outcomes and competencies, and include mastery, at the appropriate degree level, of key theories and practices within the field of study.

14.   Graduates completing career-technical certificates and degrees demonstrate technical and professional competencies that meet employment standards and other applicable standards and preparation for external licensure and certification.

15.   When programs are eliminated or program requirements are significantly changed, the institution makes appropriate arrangements so that enrolled students may complete their education in a timely manner with a minimum of disruption.

16.   The institution regularly evaluates and improves the quality and currency of all instructional programs offered in the name of the institution, including collegiate, pre-collegiate, career-technical, and continuing and community education courses and programs, regardless of delivery mode or location. The institution systematically strives to improve programs and courses to enhance learning outcomes and achievement for students.

Function	District Office	Colleges
Program/Course Development Offered in fields consistent with mission and higher ed Culminate in achievement of SLOs, degree, certificate, employment, transfer	1. Once programs and courses are approved by the College Curriculum Committee, District Curriculum Committee reviews and approves/denies before sending them forward as primarily an information item to the Chancellor's Cabinet, who then adds them to the Board agenda for final approval by the Board 2. Educational Services participates in the District Curriculum Committee, conducts administrative review of programs and courses; and inputs program and course data on Colleague, COCI, and CurriQnet Meta.	1. Program and course development and revision is initiated by discipline faculty at each college. This process relies primarily on discipline and department faculty but is done through mutual dialogue and consideration with administration. 2. The Instructional Programs Support Coordinator (ISPC) at each college, under the direction of the VP Academic Affairs, facilitates the process of program and course development and revision through the activities of the college Curriculum Committee. NOTE: (MVC and NC only --

	3. Review of programs and courses includes the following components (Colleges also check this. District makes final check): a) Proposed Courses and Programs meet requirements for entry in the state Chancellor's Inventory (COCI); Enrollment restrictions; Transferability status; C-ID status; Basic skills status; Repeatability; Material fees; b) Program units required for completion are appropriate for award type; c) Program's impact on existing General Education (GE) requirements, graduation requirements, Areas of Emphasis, and certificates; d) Courses in programs are approved and reviewed for appropriate prerequisite, co-requisite, cross-listing, long and short title, description, credit type, units of credit, correct units for program completion, sufficient hours, current texts and materials, and appropriate codes (TOP, SAM, CID, etc.) NOTE: Program initiation is the responsibility of faculty at the colleges. However, the District may, through its broad perspective of RCCD's role within the region, have programs of study which it feels that one of its colleges could offer. In this case, the District Educational Services Vice Chancellor may facilitate dialogue and discussion for the initiation of a program, working in close relationship with faculty and administration at one or more of its colleges. This process, according to the curricular and program approval process, still rests primarily with discipline expertise from faculty at the colleges.	RCC does not have an IPSC and relies upon the District Educational Services Instructional Support Coordinator /Curriculum). NOTE ALSO: This process is changing and the college IPSCs are taking on a larger role by directly inputting and revising program and course data in Colleague, COCI, and Meta. The District Educational Services Instructional Support Coordinator /Curriculum is focusing on final quality control for data entry rather than being responsible for data entry. 3. Once developed, programs and courses are modified by discipline faculty to ensure relevance. 4. Once approved by the college Curriculum Committee, programs and courses are considered and approved by the District Curriculum Committee, on which the Curriculum Chair of the respective College is a representative member. 5. Approved programs and courses are then forwarded to the District Chancellor's Cabinet for final review before being added to the Board agenda for formal approval. 6. The College President is available to answer any questions about program and course proposals/revisions. At this stage, senior administration and District Curriculum President may discuss issues related to need, cost, labor market, transfer, regional issues, access, equity. The purpose of discussion at this point is to gather information, not to determine whether the program or course should be forwarded to the Board for approval. NOTE: Discussions related to need/feasibility/mission -appropriateness, etc. occur at the college Curriculum Committee, College Executive Cabinet, and District Curriculum Committee. Once programs and courses are approved by the District

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	e) While the District has an interest in discussing where programs should be concentrated (locating specific programs at one district college and not at another), each college is responsible for determining if it has the need and resources to support or develop a particular program of study. In all cases, programs and courses must be aligned with the District mission and be consistent with the mission of the college and of demonstrable need to the college community and/or region. f) The Board of Trustees provides final approval for all courses and programs 4. Once Programs and Courses have been approved by the Board, District Educational Services submits them to the State Chancellor's Office for approval and inclusion on COCI. This final step is transitioning to the colleges. College Curriculum Specialists are being trained for this activity.	Curriculum Committee, it would be rare to deny approval by the Chancellor's Cabinet or the Board.
2. Faculty ensure instructional quality	1. Human Resources and Educational Services ensures that the colleges complete Improvement of Instruction evaluations for all required faculty on a timely basis. 2. Academic Senate representatives from each college support instructional quality by participating in the district Academic Senate and providing recommendations to the Board on academic and professional matters. 3. Academic Senate representatives from each college support instructional quality by participating in the District Curriculum Committee. The District Curriculum Committee provides a venue for information sharing and coordination for the three college's shared curriculum.	1. Primary responsibility to develop and assess programs, courses, and instruction. 2. Colleges Program Review Committees facilitate the process of timely program review and the evaluation of the program review process. At Norco College, every discipline is reviewed on a 3-year cycle. 3. The program review process requires the review of all discipline courses and programs for currency. If data reveal an opportunity for improvement, Course Outlines of Record are revised as needed. If resources are needed to improved program and course outcomes, the program review process facilitates resource requests.

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4. Based on Board policy on curriculum, the district curriculum committee maintains a shared curriculum across the district. Courses offered at more than one college are considered "District Courses" and the course offerings are similar experiences for students, regardless of which college the course is offered. 5. RCCD provides District-wide a curriculum management system called CurriQNET, which facilitates course development, modification, inclusion, deletion and approval (from the authoring stage through board and state approval). 6. Staff and tech support is provided through the Education Services office. 7. The District curriculum committee ensures curricular standards are maintained. 8. Once Board approved, Education Services staff submits the course outline proposals to the State Chancellor's Office for approval. 9. Currently Programs of Study (majors, ADTs, GE patterns, certificates, etc.) and their required coursework are NOT housed in CurriQnet. POS currently resides in Colleague and there is no crosscheck system with CurriQnet to ensure that the two systems are aligned. 10. Currently Catalog data for the three colleges is housed in a variety of systems and locations such as CurriQnet, Colleague, COCI, the text version developed by District Creative Services, local files of college catalog specialists and admin assistants, curriculum committee chairs, board minutes, articulation officer files, as well as in shadow systems developed by college managers.	4. Through the Program Review process, discipline and program of study faculty examine course performance data disaggregated by demographic categories. Equity gaps are noted and faculty are prompted for course/program/instructional improvements intended to close identified equity gaps. 5. Each college develops its own processes to ensure that assessment drives future course, program, and instruction modifications and improvements. 6. Deans of Instruction at each college ensure that syllabi for all course preparations taught by faculty each semester are submitted and stored in the syllabus library. The Academic Senate, through the college Curriculum Committees, provides a syllabus shell that ensures that required language is included on syllabi. Information such as TBA hours, Materials Fees, Disability Accommodations, Student Learning Outcomes is listed on syllabi. 7. Norco College utilizes a Faculty Guide for guidelines for student assessment and faculty improvement of instruction SHARED RESPONSIBILITY 1. All three colleges participate in the negotiation of the faculty contract and abide by the improvement of instructions processes outlined in the contract. 2. Regular evaluation and improvement of all instructional programs and processes, including Assessment of SLO's, Curriculum development and approval process, Program Review process, and Distance Education approval process. 3. Catalog development is transitioning to the colleges and will increasingly be the primary responsibility of the college.

	11. District Program Review Committee meets to discuss college program reviews and processes.	
3. Outcomes assessment and evaluation at all levels	1. The District offers a platform—TracDat and provides technology support (would like to see the District support greater functionality of TracDat for an economy of scale).	1. Each college has primary responsibility to assess programs and courses and develops its own processes to ensure that assessment drives future curricular and program modifications as well as decision making processes. 2. SLO and Administrative Unit assessment is regularly conducted by the three colleges at all levels of institutions: course, discipline, program of study, area, and college. Course Outlines of Record (COR) and all Course syllabi. 3. All CORs list SLOs. At NC, syllabus shells are maintained for all courses and list current SLOs and GELOs. 4. At Norco College, each year the Institutional Effectiveness office evaluates the assessment process. 5. The colleges participate in the negotiation of the faculty contract and abide by the improvement of instructions processes outlined in the contract. The improvement of instruction process refers to participation in SLO assessment.
4. Pre-collegiate Preparation	1. The District Office is developing the role it plays regarding placement policies and alignment across the three colleges.	1. Each college determines pre-collegiate requirements but also maintains consistency with the shared curriculum of the three colleges. Pre-collegiate courses have largely been eliminated, as has the requirement for assessment testing in ENGL, MAT, and REA at the three colleges. Consistent with AB 705 and MMAP requirements, each of the three colleges now offer pre-collegiate coursework as co-requisite courses to college-level English and MAT. While a selection of pre-collegiate courses may still be offered (credit and noncredit modality), they are not required as part of a program of study.

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5. Program of Study compliance and consistency	1. District Curriculum Committee shares the responsibility with the college curriculum committees to ensure that courses and programs of study meet minimum standards and comply with Title 5 and state CCCCO requirements.	1. Curriculum committees and program review processes ensure rigor and appropriate scholarship. 2. Curriculum committees ensure that courses and programs of study comply with Title 5 requirements and guidance from the ASCCC Program and Course Handbook (PCAH). 3. Articulation for all general education courses is sought with both private and public four-year institutions, including institutions that are part of both the UC and CSU systems (see ASSIST.org). 4. The colleges participates in the California state-wide Course Identification (C-ID) Numbering System project (C-ID Website), which coordinates the development of new courses (the alignment of existing ones) to best meet the expectations of the universities. 5. As C-ID course descriptors are developed, the three college's faculty work in collaboration with their articulation officers to determine if alignment to these descriptors is in the best interest of students and to ensure the colleges' transfer curriculum meets the most current expectations of its transfer partners. This ensures that the College curriculum is reviewed and updated for appropriate quality. 6. CTE disciplines review courses and programs regularly to ensure that the programs prepare students according to industry standards. CTE disciplines establish advisory boards consisting of local industry partners and are also part of regional consortiums. Advisory boards work with CTE faculty to offer expert advice and input for curriculum development. Annual industry summits allow discipline faculty and advisory board members the opportunity for dialogue and feedback regarding the currency and relevancy

		of courses and programs at the colleges. In addition, Perkins-funded programs must conduct reviews every two years.
6. Course Scheduling	1. In collaboration with the colleges, develops the timeline for scheduled development and through Web Services generates and publishes the course schedule to ensure regulatory compliance with course coding, activation of courses, etc. 2. District Enrollment Management Committee makes recommendations on scheduling patterns and provides FTES targets to colleges--these affect college course scheduling decisions.	1. Responsible for class scheduling practices, which include development of 2-year rotations for courses in programs of study, pathway development, enrollment management guidelines. 2. At Norco College, the Academic Planning Council (department chairs) works with deans of instruction to develop class schedules per locally adopted priorities and program needs and opportunities. 3. Articulation officers and counselors and curriculum committee are involved in this process.
7. Instructional Delivery Mode Variety supporting equity of success	1. Supports quality and professional development of web-enhanced, hybrid, and online delivery methods by employing part-time or full-time instructional designers for each college. 2. The district supports the implementation of the guided pathways and the formation of meta-major-based student success teams.	1. Offer face-to-face, web-enhanced, hybrid, and online delivery of its courses deciding on the number and variety of modes offered. 2. Responsible for ensuring that its curriculum, through approved curricular processes, evaluates its delivery methods. Currently, assessment of existing delivery methods (face-to-face, hybrid, or strictly online) is addressed when alternative methods of delivery are used. 3. Provides learning support services such as tutoring, supplemental instruction, directed learning activities, embedded tutoring, intrusive counseling, school-based (or cluster-based or meta-major-based) cross-functional pathways success teams.
8. Discipline Examinations	None	1. Primarily responsible for having a process to validate the effectiveness of department-wide course and/or program examinations. When a common exam is created or revised, the test is validated in three ways: disproportionate impact

		analysis, cultural impact and student learning outcome mapping. If disproportionate impact is found, further investigation will take place to see if it is due to instructional practices or the test itself. Steps are then taken to mitigate the disproportionate impact. 2. Responsible for conducting cultural impact studies (when required) to test for cultural impact on newly created exams.
9. Course Credit Awarding Standards	1. The District Curriculum Committee ensures that all courses developed or modified by the colleges follow the guidelines of the ASCCC Program and Course Approval Handbook (PCAH) to ensure consistency with the norms described in the standard.	1. Ensures that all courses and instructional programs have and assess learning outcomes, periodically reviewed and (as necessary) revised by faculty workgroups, and made explicit in the local college catalogs. 2. At Norco College, GE SLOs function as institutional SLOs and as a proxy for the UC/CSU intersegmental general education learning outcomes.) All courses in the GE program have been mapped to the original GE outcomes. 3. Curriculum committees follow the guidelines of the ASCCC Program and Course Approval Handbook (PCAH) to ensure consistency with the norms described in the standard.
Transfer of Credit Policies	1. Supports articulation and transfer standards through the district curriculum committee. 2. Submits approved courses to COCI and ASSIST.	1. Manage the curriculum and program development process locally to ensure that courses articulate and transfer, in compliance with Ed Code, Title V, the PCAH, CSU GE and IGETC requirements, board policies and procedures, and in collaboration with the District Curriculum Committee and the office of Education Services at the District. 2. Maintain procedures and publications that clarify transfer opportunities and factors such as: a) Waive GE requirements when Bachelor Degree previously earned – NC catalog pages 38-39, BP/AP 4100 b) Credit By Examination – catalog pages 46-47, BP/AP 4235

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		c) Credit for Extra-Institutional Learning – catalog page 47 d) Military Credit – catalog page 47 e) International Baccalaureate (IB) – general education course credit – catalog page 48 f) Advanced Placement (AP) and College Level Examination Program (CLEP) – credit towards general education and subject credit – catalog pages 46 & 49-57 g) High School and ROP - catalog pages 48 and 80-82, BP/AP 4235 h) Process for official evaluation – catalog page 6 i) CSU GE and IGETC requirements – catalog pages 73-77 and on both the assist.org and Norco College Transfer Center website, also on Counseling Department wall as handouts. j) Requirements to transfer to CSU, UC and Private Universities – pages 60-62 of the catalog and on the transfer center website k) Associate Degrees for Transfer (ADT) – catalog pages 62-72 and on Transfer Center website, also on Counseling Department wall as handouts. l) Counseling website - https://www.norcocollege.edu/services/counseling/Pages/index.aspx m) Transfer Center website - https://www.norcocollege.edu/services/counseling/transfer/Pages/index.aspx n) Course Identification Numbering System (C-ID); Norco College currently has 213 approved courses which align with other institutions in CCC and CSU Systems - https://www.c-id.net/courses catalog pages 62 & 118 o) UC/CSU transferability designations on course descriptions – Catalog pages 118 and 120-197

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		p) ASSIST - http://www.assist.org/web-assist/welcome.html
11. Student Learning Outcomes	None	1. Incorporate general education learning outcomes (GELOs) adopted by the district curriculum committee. GELOs address each of the competencies described in the standard. Link to the GELOs: https://www.rccd.edu/administration/educationalservices/Pages/geSLO.aspx
12. General Education Component in Programs of Study	1. In collaboration with the colleges through the District Curriculum Committee, Educational Services manages the curriculum and program development process.	1. Manage the curriculum and program development process locally to ensure that programs of study incorporate a strong general education core (as is consistent with the guidelines expressed in the ASCCC PCAH), they do so in collaboration with the District Curriculum Committee and the District Office of Education Services.
13. Interdisciplinary Core Component in Programs of Study	1. In collaboration with the colleges through the District Curriculum Committee, Educational Services manages the curriculum and program development process.	1. Manage the curriculum and program development process locally to ensure that programs of study incorporate a strong interdisciplinary core component (as is consistent with the guidelines expressed in the ASCCC PCAH), they do so in collaboration with the District Curriculum Committee and the District Office of Education Services.
14. Professional Competencies	1. In collaboration with the colleges through the District Curriculum Committee, Educational Services manages the curriculum and program development process.	1. Manages the curriculum and program development process locally to ensure that CTE programs of study incorporate professional competencies, they do so in collaboration with the District Curriculum Committee and the District Office of Education Services.

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15. Program Discontinuance and Students	None	1. Program discontinuance is a college decision, and rests primarily with discipline expertise and faculty. College support of programs is vital, and is well established during the development process, and this development process includes the "cost of ownership" required to maintain the viability of the program. Colleges may not unilaterally discontinue a program. This discontinuance of programs begins with faculty, generally in response to changing regional, technological, or academic requirements. The same effort and energy required to develop a program is expected in the process of program discontinuance.
16. Program Evaluation	1. The District has secondary responsibility for the evaluation of degree patterns.	1. Has primary responsibility for evaluating each of the degree and certificate patterns that it offers.

Standard II: Student Learning Programs and Support Services

B. LIBRARY AND LEARNING SUPPORT SERVICES

1.	The institution supports student learning and achievement by providing library, and other learning support services to students and to personnel responsible for student learning and support. These services are sufficient in quantity, currency, depth, and variety to support educational programs, regardless of location or means of delivery, including distance education and correspondence education. Learning support services include, but are not limited to, library collections, tutoring, learning centers, computer laboratories, learning technology, and ongoing instruction for users of library and other learning support services.

2.	Relying on appropriate expertise of faculty, including librarians, and other learning support services professionals, the institution selects and maintains educational equipment and materials to support student learning and enhance the achievement of the mission.

3.	The institution evaluates library and other learning support services to assure their adequacy in meeting identified student needs. Evaluation of these services includes evidence that they contribute to the attainment of student learning outcomes. The institution uses the results of these evaluations as the basis for improvement.

4.	When the institution relies on or collaborates with other institutions or other sources for library and other learning support services for its instructional programs, it documents that formal agreements exist and that such resources and services are adequate for the institution's intended purposes, are easily accessible and utilized. The institution takes responsibility for and assures the security, maintenance, and reliability of services provided either directly or through contractual arrangement. The institution regularly evaluates these services to ensure their effectiveness.

Function	District Office	Colleges
1. Provide Library and Learning Support Services *(added by S. Lee by email dtd 02/14/2019)*	Printing and Graphics Center for informational posters, bookmarks and brochures.	Provision of books (print and electronic), journals, electronic subscription resources, library reference instruction, student/public use computers, pay-per-print copier and printer services, Library 1 Information Competency credit course, library skills instruction workshops, special topic library workshops, course reserve textbooks, study rooms/areas, and literary-themed events (Read 2 Succeed, Poetry Performance). Provision of individualized and in-class assisted face-to-face tutorial sessions to students enrolled in various discipline areas to include and/or not limited to Math, English, Sciences and Technology courses. Drop-in Math Success Center and Writing Support Center tutoring

Standard II: Student Learning Programs and Support Services

		services. Online tutoring service for all Norco College online, hybrid and web enhanced courses through a contract/partnership with NetTutor.
2. Maintain Educational Equipment and Materials. *(added by S. Lee by email dtd 02/14/2019)*	Network Support Services	~~College are responsible for this, but must reply on RCC staff member Shannon Hammock to submit book orders. Colleges also must rely on him for some cataloging functions. This needs to happen at the colleges independently.~~ Library collection development, electronic database acquisition and management, library website, computer software and hardware updates and replacement.
3. Evaluate Library and Learning Support Services in meeting student needs. *(added by S. Lee by email dtd 02/14/2019)*	None	Library usage Statistics (Door count, database statistics, book circulation statistics, computer usage statistics, study room usage statistics). Library reference desk and Instruction Workshops success data, Program Review, Student surveys, faculty surveys, focus groups, Library Advisory Committee feedback, Faculty Collection Review process. LRC supervised tutoring positive attendance and student success data.
4. Maintain agreements with other libraries for shared resources *(added by S. Lee by email dtd 02/14/2019)*	Contract with Advanced Copy for library and Learning Resource Center pay-per-print services.	Library Services Platform (Library collection management and unified search system) shared with 109 California Community Colleges.

Standard II: Student Learning Programs and Support Services

C. STUDENT SUPPORT SERVICES

    1.   The institution regularly evaluates the quality of student support services and demonstrates that these services, regardless of location or means of delivery, including distance education and correspondence education, support student learning, and enhance accomplishment of the mission of the institution.

    2.   The institution identifies and assesses learning support outcomes for its student population and provides appropriate student support services and programs to achieve those outcomes. The institution uses assessment data to continuously improve student support programs and services.

    3.   The institution assures equitable access to all of its students by providing appropriate, comprehensive, and reliable services to students regardless of service location or delivery method.

    4.   Co-curricular programs and athletics programs are suited to the institution's mission and contribute to the social and cultural dimensions of the educational experience of its students. If the institution offers co-curricular or athletic programs, they are conducted with sound educational policy and standards of integrity. The institution has responsibility for the control of these programs, including their finances.

    5.   The institution provides counseling and/or academic advising programs to support student development and success and prepares faculty and other personnel responsible for the advising function. Counseling and advising programs orient students to ensure they understand the requirements related to their programs of study and receive timely, useful, and accurate information about relevant academic requirements, including graduation and transfer policies.

    6.   The institution has adopted and adheres to admission policies consistent with its mission that specify the qualifications of students appropriate for its programs. The institution defines and advises students on clear pathways to complete degrees, certificate and transfer goals.

    7.   The institution regularly evaluates admissions and placement instruments and practices to validate their effectiveness while minimizing biases.

    8.   The institution maintains student records permanently, securely, and confidentially, with provision for secure backup of all files, regardless of the form in which those files are maintained. The institution publishes and follows established policies for release of student records.

Function	District Office	Colleges
1. Evaluate the Quality of Student Support Services	Distance Education Support Services; IT Support for New Student Support Technologies	Student Services Mission - 3-year review cycle; Annual review of Inventory of Service Delivery for Students; Annual program review cycle; Student Services Program Review Data Reports (Semester-by-Semester); Accreditation Survey; Student Surveys; Student Focus Groups; On-line Student Support Services

Standard II: Student Learning Programs and Support Services

2. Assess and Improve Learning Support Outcomes		'Colleges conduct Diversity Climate Survey; CCSSE; Annual program review cycle; Student Services Program Review Data Reports (Semester-by-Semester); Student Satisfaction Survey (annual); Student Success and Support Program Plan; Student Equity Plan; Student Success and Support Program Plan; Annual review of Inventory of Delivery of Services for Students; Counseling Program Review; Guidance program review; Transfer Center Program Review; Counseling Department Meeting Minutes.
3. Equitable Access of Student Support Services	District provides Distance Education Support Services; facilitates Canvas contract and ongoing professional development supporting DE.	Colleges conduct Student Success and Support Program Plan; Student Equity Plan; Annual review of Inventory of Delivery of Services for Students; Mandatory orientation, assessment, counseling for all first time students; Mandatory orientation, assessment, counseling for all first time students; DRC/DSS Reasonable accommodations; 508 Compliance; Student Diversity Climate Survey; Off-site Student Support Services (BCTC).
4. Co-curricular and Athletics Programs	District provides support for International Students (RCCD has responsibility with regard to implementation of the SEVP. Under RCCD each of the three colleges are listed as being approved sites for International Students)	Colleges conduct Student Life program review; Athletics program review; Associated Students Senate; Student Clubs and Organizations; Accreditation Survey; CCSSE; Athletics eligibility requirements under Admissions & Records; International Center (responsible for A&R of all international students holding a student visa; outreach for the SEVP program for the district and for each college)
5. Counseling and Advising Services		Colleges conduct Counseling Program Review; Guidance Program Review; Student Success and Support Program Plan; Transfer Center Program Review; Counseling Department Meeting Minutes; College catalog; Student Handbook; Online Counseling Training - PrepTalk; Orientation; Academic Advising; Graduation & Transfer

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6. Admissions, Access, and Pathways Completion	Secondary Responsibility: Legal Counsel Review; Chancellors' Cabinet; Board Approval; The colleges currently download (on a rotating basis) all incoming college applications district-wide. This is a district function, performed by the colleges.	Admissions Annual Program Review; Mandatory Orientation, Assessment, Counseling for all first time students; College catalog; Applicable Board Policies and Procedures; Matriculation Process; Registration; Residency; Graduation; Change of Information; Scanning Transcripts; Transcript Requests; Enrollment Verifications. Admissions and Records ensures that records are kept per Title 5 regulations and that information released is FERPA compliant at all times.
7. Evaluate Assessment/Placement Instruments	District facilitates data upload; District-wide Placement Instrument Validation	College responsible for Admissions and Assessment Center Annual Program Reviews; Content validation Studies; Disproportionate Impact Studies; evaluate admissions practices/colleges determine placement practices; Academic Renewals, military transcript evaluations, AP/CLEP/IB processing and diploma printing/mailing/processing. Veterans' Services certify veterans and their dependents to receive benefits through the VA. Works with TRIO to provide support for students. Refers students to various resources both within the college and the greater community. Provides safe space for veterans. Ensures equitable access via priority registration and fair treatment for all veterans.
8. Maintains Secure Student Records	District oversees maintenance of Board Polices and Administrative Procedures 3300, 3310, 3720, 4231, 5035, 5040, and 5045	Colleges maintain records according to established Board Policies; Admissions and Records ensures that records are kept per Title 5 regulations and that information released is FERPA compliant at all times.

Standard III: Resources

A. HUMAN RESOURCES

1. The institution assures the integrity and quality of its programs and services by employing administrators, faculty and staff who are qualified by appropriate education, training, and experience to provide and support these programs and services. Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated and address the needs of the institution in serving its student population. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority.

2. Faculty qualifications include knowledge of the subject matter and requisite skills for the service to be performed. Factors of qualification include appropriate degrees, professional experience, discipline expertise, level of assignment, teaching skills, scholarly activities, and potential to contribute to the mission of the institution. Faculty job descriptions include development and review of curriculum as well as assessment of learning.

3. Administrators and other employees responsible for educational programs and services possess qualifications necessary to perform duties required to sustain institutional effectiveness and academic quality.

4. Required degrees held by faculty, administrators and other employees are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.

5. The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.

6. The evaluation of faculty, academic administrators, and other personnel directly responsible for student learning includes, as a component of that evaluation, consideration of how these employees use the results of the assessment of learning outcomes to improve teaching and learning.

7. The institution maintains a sufficient number of qualified faculty, which includes full time faculty and may include part time and adjunct faculty, to assure the fulfillment of faculty responsibilities essential to the quality of educational programs and services to achieve institutional mission and purposes.

8. An institution with part time and adjunct faculty has employment policies and practices which provide for their orientation, oversight, evaluation, and professional development. The institution provides opportunities for integration of part time and adjunct faculty into the life of the institution.

9. The institution has a sufficient number of staff with appropriate qualifications to support the effective educational, technological, physical, and administrative operations of the institution.

10. The institution maintains a sufficient number of administrators with appropriate preparation and expertise to provide continuity and effective administrative leadership and services that support the institution's mission and purposes.

11. The institution establishes, publishes, and adheres to written personnel policies and procedures that are available for information and review. Such policies and procedures are fair and equitably and consistently administered.

12. Through its policies and practices, the institution creates and maintains appropriate programs, practices, and services that support its diverse personnel. The institution regularly assesses its record in employment equity and diversity consistent with its mission.

13. The institution upholds a written code of professional ethics for all of its personnel, including consequences for violation.

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14.   The institution plans for and provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on evolving pedagogy, technology, and learning needs. The institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.

15.   The institution makes provision for the security and confidentiality of personnel records. Each employee has access to his/her personnel records in accordance with law.

Function	District Office	Colleges
Human Resources - Administration and Reporting *(Added by D. Torres per email dtd 01/29/19)*	1. Provides strategic leadership in all areas of human resources and employee relations, including compliance with related laws and regulations, maintenance of personnel files, dissemination of information, and guidance to all constituency groups. Administration 2. Via participatory governance, develops and implements new policies, procedures, rules and regulations related to employment. The District manages, interprets, and administers HR policies and procedures and ensures compliance with state and federal legislation. The District office maintains all official personnel files for all district employees with the exception of student workers. It coordinates and oversees the file review process when employees request to access their files. Reporting 3. The District prepares specialized human resources information services reports related to a variety of HRER functions (MIS, staffing levels, compensation data, etc.) and initiates, enters, updates, audits a variety of HRER	1. The college leadership, including bargaining unit representatives in assisting the District in implementing applicable board policies, administrative procedures, processes, and regulations related to HRER. 2. Through participatory governance, the colleges collaborate with District to modify, revise, and improve applicable board policies, admin procedures, and processes by providing feedback. For employee resignations and retirements, college leadership will ensure that District property is collected from employee (keys, uniforms, laptops, phones, etc.) and exit checklist is completed, signed, and returned to the District office.

	forms for all employee/employment related data (PANS, Intents to Hire, Etc.). In collaboration with the colleges, processes all personnel separations (retirements, resignations) by ending assignments in system, ending applicable benefits, notifying payroll, and collecting exit checklist from departing employee.	
Benefits Administration	1. Administers, manages, and maintains the District's health and welfare programs, negotiates health and welfare benefits with constituency groups, administers the negotiated classified professional growth program (please see professional development section), and coordinates and participates in the Employee Benefits Committee (advisory group).	1. Bargaining units work with their constituency groups at each college to provide input and feedback to recommend plans, carriers, and programs related to health & welfare benefits. 2. The colleges notify the District of changes in employment status that may impact health & welfare eligibility for an employee.
Recruitment, Onboarding, and Separation *(Added by D. Torres per email dtd 01/29/19)*	1. Implements recruitment and onboarding strategies to meet staffing needs. Recruitment 2. District directs the overall recruitment process for all classified and administrator positions (advertising, screening, coordinating interviews, reference checking, etc.). The District and the colleges collaborate to administer the recruitment process for Full-Time Faculty. 3. Ensures Equal Employment Opportunity compliance by addressing complaints and concerns related to recruitment efforts. The District ensures all candidates selected for hire meet the minimum qualifications, education, and experience,	Recruitment 1. Submits recruitment requests for newly approved positions or replacements, along with committee member recommendations obtained by the hiring manager via individual selection and constituency designation. 2. The colleges administration and faculty assist the District with developing job announcements and preferred qualifications for faculty and management positions and serve as subject matter experts on recruitment committees. Faculty assist in determining equivalency for minimum qualifications for faculty via the represented equivalency committee, as established by the Academic Senate. Onboarding

	for the intended position. In cases where there is a need for a faculty minimum qualification equivalency, the District will appoint a committee rep for equivalency committee. Onboarding 4. Performs new hire processing for classified staff, FT Faculty, PT Faculty, management, and short-term/subs employees (excluding student workers). The District determines employment eligibility for all prospective candidates and communicate any concerns with the hiring college/department. The district - new hire orientation Separation	3. Provides position-specific onboarding, including but not limited to, keys, electronic system access, computer systems access, office assignments, and new hire orientations. 4. In accordance to AB 119, bargaining unit groups participate in New Employee Orientation.
Classification and Compensation	Classification 1. The District maintains alignment in the classification structure by ensuring classified and management job descriptions outline essential functions, clearly define knowledge/skills/abilities for the position, and minimum qualifications are parallel to similar classifications. The District assists colleges in establishing and revising classified and management job descriptions and in complying with negotiated contract language for proposed changes. Compensation 2. Analyzes labor market compensation trends. The District ensures that employees are compensated appropriately for the responsibilities performed and	1. Recommends new and revised job descriptions to meet strategic planning and operational needs. 2. Notifies and coordinates with the District to implement reorganizations, including proper notification to impacted staff. 3. Responsible for notifying the District of changes in work assignments and duties for proper compensation.

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	negotiates general salary increases with represented groups. 3. Conducts comprehensive classification and compensation studies for classified and management positions.	
Employee Relations	1. Provides employee performance management assistance by assisting personnel in conducting timely evaluations, training/assisting administrators in conducting effective performance evaluations, assisting administrators in addressing performance deficiencies and responding to concerns about evaluations in accordance with policies, procedures, and bargaining unit contracts. 2. Coordinates and administers leave programs for faculty, staff, and management (advising/assisting employees in need of leave; assisting administrators in how to address attendance issues with employees).	1. Maintains accurate data and information on employees throughout the evaluation period to accurately provide feedback during the evaluation process and are responsible for implementing the negotiated evaluation process by conducting timely evaluations, discussing evaluations with employees (goals, objectives, development, areas of improvement) and submitting completed evaluations to Human Resources and Employee Relations for placement in the official personnel file. 2. Assists in the composition of the faculty evaluation committee and recommend tenure/non-tenure status. 3. The classified collective bargaining group provides representation to employees per the terms of the collective bargaining agreement and EERA (Educational Employment Relations Act).
Labor Relations	1. Shares responsibility in collective bargaining by negotiating items that impact the terms and conditions of employment; interpreting CBA language and communicating that information to all parties. 2. Responds to, coordinates and/or facilitates requests for information made by the unions related to their members. 3. Provides grievance administration by overseeing the grievance process, reviewing and researching grievances, providing guidance for college-level responses, developing	1. Provides contract language feedback to Human Resources and Employee Relations and bargaining units for revisions/clarifications. The college leadership and union representatives collaborate with Human Resources and Employee Relations to resolve employee grievances by discussing possible resolutions and implementing final remedies. 2. Bring issues/concerns forward to the Human Resources and Employee Relations to discuss in labor management meetings

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	responses for District level grievances, and implementing grievance results. 4. Works with legal counsel and colleges (for information) to prepare appropriate responses to PERB and other outside agencies. 5. Provides leadership at monthly labor management meetings to address concerns impacting multiple bargaining units members so as not to allow them to turn into problems. Serves as liaison between union and colleges to troubleshoot union concerns.	3. When a concern arises about a term or condition of employment at the colleges, then college leadership, bargaining units, and Human Resources and Employee Relations work to negotiate a solution. Constituency groups provide leadership at each campus to ensure member needs are met.
Compliance *(Added by D. Torres per email dtd 01/29/19)*	1. Oversees and coordinates Equal Employment Opportunity investigations and all complaints of unlawful/discrimination/harassment/retaliation within the District by: Receiving complaints, investigating/coordinating, reviewing reports, working with investigators, crafting administrative determinations; assisting employees in obtaining support. For faculty, the District shall notify the association president, or any designees, of any investigations of faculty at the faculty member's discretion who is the subject of the investigation per union contract. 2. Provides mandatory and discretionary training on sexual harassment, discrimination, sexual assault, violence against women. 3. Monitors the recruitment committee composition and applicant pools to ensure diversity compliance. 4. Develops and updates District wide Equal Employment Opportunity Plan; works along with constituency groups to analyze data and generate updates for District Equal	1. Complies with set policies, procedures, contract language, and implement required changes and report potential violations/concerns. 2. Assists in addressing investigations by providing relevant information and participating in investigation meetings. 3. Bargaining units provide representation to members pursuant to EERA and terms of the collective bargaining agreement.

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	Employment Opportunity Plan via the District-wide Council on Diversity, Equity, and Inclusion. 5. Responds to Equal Employment Opportunity Commission, Department of Fair Employment and Housing and Office of Civil Rights matters related to discrimination. Works with colleges to obtain applicable information. 6. Provides accommodation administration by: assisting employees with limitations to continue working; assisting applicants for employment with accommodations during the recruitment and selection process.	
Professional Development *(Added by D. Torres per email dtd 01/29/19)*	1. Administers staff professional development and training by communicating available workshops, tracking participant enrollment numbers and participants. 2. Coordinates the classified, district-wide professional growth program and ~~growth~~ funds as outlined in the classified bargaining agreement.	1. Responsible for providing professional development opportunities to faculty, staff and management. 2. Coordinate flex activities for faculty. 3. Provide all personnel with appropriate opportunities for continued professional development, in accordance with College Professional Development Plans.

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B. PHYSICAL RESOURCES

      1.   The institution assures safe and sufficient physical resources at all locations where it offers courses, programs, and learning support services. They are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.

      2.   The institution plans, acquires or builds, maintains, and upgrades or replaces its physical resources, including facilities, equipment, land, and other assets, in a manner that assures effective utilization and the continuing quality necessary to support its programs and services and achieve its mission.

      3.   To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.

      4.   Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

Function	District Office	Colleges
Facilities Planning	1. Serves as the single-point of contact between the colleges' and State Chancellor's Office. 2. Provides guidance and support services to the colleges. 3. Processes and serves as lead agency on development plans subject to Division of State Architect (DSA). 4. Keeps up-to-date on major facility planning and development issues to guide and serve the needs of the colleges. 5. Provides training to the colleges in the understanding of state standards for the 5 year CCP. 6. Serves as the lead for California Environmental Quality Act (CEQA). 7. Coordinates and reviews facility and real estate property leases and acquisitions, licenses, easements and agreements. 8. Monitors scheduled maintenance PFP compliance, including FUSION input.	1. Plans and implements timely scheduled maintenance projects. IN COLLABORATION WITH THE DISTRICT: 1. Facilitates and participates in the development of campus/college master plans for facilities based upon the requirements specified and/or developed in conjunction with the college educational master plans. 2. Evaluates and selects professional services consultants as needed and prepares selection packages and information for professional services. 3. Provides input regarding development of facilities to meet long-term needs. 4. Develops district wide standards and guidelines. 5. Provides support and guidance for compliance, use and development of best practices.

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	10. Claims funds from the State and provides compliance guidance and support to the colleges. IN COLLABORATION WITH THE COLLEGES: 1. Facilitates and participates in the development of campus/college master plans for facilities based upon the requirements specified and/or developed in conjunction with the college educational master plans. 2. Evaluates and selects professional services consultants as needed and prepares selection packages and information for professional services. 3. Provides input regarding development of facilities to meet long-term needs. 4. Develops district wide standards and guidelines. 5. Provides support and guidance for compliance, use and development of best practices. 6. Provides policy development and periodic facility planning and development updates to the Board of Trustees. 7. Evaluates plans and construction projects called for in the College's Educational and Facilities Master Plans. 8. Develops projected costs of long-range plans and funding strategies. 9. Assures program review drives resource requests and allocations in accordance with the institution's mission, goals and values. 10. Processes master plans to the Board of Trustees; and assures facility conditions, infrastructure needs, and planning needs in accordance with facility master plans.	6. Provides policy development and periodic facility planning and development updates to the Board of Trustees. 7. Evaluates plans and construction projects called for in the College's Educational and Facilities Master Plans. 8. Develops projected costs of long-range plans and funding strategies. 9. Assures program review drives resource requests and allocations in accordance with the institution's mission, goals and values. 10. Processes master plans to the Board of Trustees; and assures facility conditions, infrastructure needs, and planning needs in accordance with facility master plans. 11. Leads and coordinates the development of the district-wide Five Year Capital Construction Plans (CCP) and the associated Initial Project Proposals and Final Project Proposals, pursuant to the State Education Code and State Chancellor's office standards and requirements. 12. Processes the five-year CCP (IPP and FPP) to the board of Trustees and files with the State Chancellor's office; including entering and accounting for data and project requirements in the FUSION system. 13. Identifies needed elements to be included in each project to meet the project to meet the goals and objectives in accordance with master plans. 14. Develops TCO analysis, facilitates the evaluation of existing structures in need of maintenance, and the necessity of new and replacement structures as determined by long-range plans. 15. Prepare PFP's and provides prioritization of items.

	11. Leads and coordinates the development of the district-wide Five Year Capital Construction Plans (CCP) and the associated Initial Project Proposals and Final Project Proposals, pursuant to the State Education Code and State Chancellor's office standards and requirements. 12. Processes the five-year CCP (IPP and FPP) to the board of Trustees and files with the State Chancellor's office; including entering and accounting for data and project requirements in the FUSION system. 13. Identifies needed elements to be included in each project to meet the project to meet the goals and objectives in accordance with master plans. 14. Develops TCO analysis, facilitates the evaluation of existing structures in need of maintenance, and the necessity of new and replacement structures as determined by long-range plans. 15. Prepare PFP's and provides prioritization of items. 16. Oversees and manages state requirements, updates and inputs into the State FUSION system.	
Design & Pre-Construction Services	1. Provides compliance information as to requirements such as DSA, NPDES, ADA and other construction and pre-construction services. 2. Liaison in the planning and development of facilities with planning, construction, regulatory compliance and permitting, and with environmental review agencies. 3. Provides for the management of professional services and liaisons with the colleges to assure college needs are included and understood. 4. Develops district wide programs including single or sole source resolutions (with purchasing), Project Labor	1. Ensures that designs meet program college needs and requirements, plans for minimizing construction impact on operations. 2. Ensures participation of college stakeholders in the design and preconstruction processes. 3. Ensures shared governance bodies review and provide feedback on facility designs. IN COLLABORATION WITH THE DISTRICT: 1. Participates in the pre-construction and design process, and the selection and management of consultants (i.e.

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	Agreements, Department of Industrial Relations, or other contractor/labor compliance requirements. 5. Leads all projects requiring review and approval of DSA. IN COLLABORATION WITH THE COLLEGES: 1. Participates in the pre-construction and design process, and the selection and management of consultants (i.e. architects, engineers, space planners, and environmental consultants). 2. Participates in project design and pre-construction development with the college, to use best practices and industry standards for successful development of project programming. 3. Provides technical assistance and support for the planning and development of all facility projects. 4. Leads project management team on bid preparation, effective cost estimating / value engineering, and budget understanding and control. 5. Leads the pre-qualification selection process for architects, engineers and project inspectors. 6. Prepares Board of Trustees agenda items for budget and contract approval. 7. Develops and negotiates contracts. 8. Determines the best delivery option for each project.	architects, engineers, space planners, and environmental consultants). 2. Participates in project design and pre-construction development with the college, to use best practices and industry standards for successful development of project programming. 3. Provides technical assistance and support for the planning and development of all facility projects. 4. Leads project management team on bid preparation, effective cost estimating / value engineering, and budget understanding and control. 5. Leads the pre-qualification selection process for architects, engineers and project inspectors. 6. Prepares Board of Trustees agenda items for budget and contract approval. 7. Develops and negotiates contracts. 8. Determines the best delivery option for each project.
Construction Project Management	1. Leads day-to-day project management team during construction and consults with the colleges on a regular, consistent and ongoing basis regarding project progression, issues and resolution.	1. Ensure that during construction the project meets the college needs and requirements, plans for minimizing construction impact on operations.

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	2. In collaboration with the colleges, monitors all construction activities, project FF&E, and IT phases. 3. Maintains all contracts and services. 4. Monitors and oversees construction activities and contract management related to project fiscal accountability. 5. Assures contracts, agreements, budget augmentations, change orders and project closure documents are processed to the Board of Trustees. 6. In collaboration with the colleges, reviews and approves change orders and Notices of Completion. 7. Initiates and authorizes all progress payments related to projects. 8. In collaboration with the colleges, approves final payments and release of retention. 9. In coordination with the colleges leads building commissioning and facility turn over to Maintenance and Operations team to assure developed systems and operations are understood and supported; and colleges have information to proficiently and safely operate and maintain new and/or remodeled facilities.	2. Ensure participation of college stakeholders in the construction/change orders. 3. Ensure shared governance bodies review and provide feedback on progress of construction and change orders.
Capital Resource Planning & Administration	1. Develops and administers planning and strategic development to meet state capital funding criteria and external funding requirements. 2. In collaboration with the colleges, creates a district-wide capital program metrics based on the facility master plans as the basis of project development and funding priorities for resource development, including local bond authorizations.	1. Based on the colleges facility master plans, provides information necessary for securing general obligation bond authorization.

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	3. Prepares reports to oversight boards and the Board of Trustees on project expenditures and budgets, and programming from bond funds.	
Facility Utilization	1. Provides and relies on state standards to evaluate and report on facility space utilization. 2. Responsible for updating college's space inventory in FUSION, relying on updates from the college and periodic review and verification of space use. 3. Coordinates with colleges to comply with State deadlines for updating space inventory in FUSION and for verification and submission of documents. 4. Provides information and training to the colleges to assure that state standards and requirements are understood and met, including cap/loads and other requirements affecting the planning and positioning for state resources. 5. Facilitates the State Chancellor's Office's Comprehensive Facilities Condition Assessment which serves as the foundation for capital construction and scheduled maintenance funding. 6. Maintains all documentation related to facilities and uploads architectural drawings to the FUSION database. 7. In coordination with the colleges, maintains the policies and procedures approved by the Board of Trustees related to facilities use, and compliance with the civic center act.	1. Provides information necessary to update in space inventory in FUSION. 2. Facilitates access to State and District personnel conducting space surveys.
Facility & Space Use/Events	IN COLLABORATION WITH THE COLLEGES: 1. Facilitates and recommends policies, procedures, and fees for the Board of Trustees regarding facility use. 2. IT coordinates backbone support for scheduling system.	1. Coordinates use of non-academic and academic spaces for internal use in accordance with district policies. 2. Coordinates and facilitates requests/rentals of non-academic and academic spaces for external use in accordance with district policies.

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	3. District staff works with college staff to schedule use of District space for internal/external use.	3. Creates and assesses ongoing procedures for facilities use. 4. Provides training on facilities use systems (e.g. 25LIve) to campus community for scheduling and reserving spaces. IN COLLABORATION WITH THE DISTRICT: 1. Serves as the functional administrator for the scheduling system (25LIve). 2. RCC staff works with the District staff to schedule use of District spaces for internal/external use.
Maintenance and Operations (Custodial, Maintenance and Grounds)	1. Provides technical assistance and support to colleges. 2. In collaboration with the colleges, facilitates the development of standards and best practices that can be applied district wide. 3. In collaboration with the colleges, coordinates best practices and dialogue on the advancement of new standards. 4. Serves repository of information on all scheduled maintenance, Prop 39 and other state funded projects and coordinates submission of all documentation on behalf of the colleges. IN COLLABORATION WITH THE COLLEGES: 1. Facilitates the development of standards and best practices that are applied district-wide. 2. Coordinates best practices and standards dialogue through the Facilities Working Group. 3. Develops and provides a Total Cost of Ownership template/tool for the colleges to use to generate a total cost of ownership for college facilities.	1. Responsible for creating and maintaining deferred maintenance database for the campus facilities and equipment. 2. Responsible for managing day-to-day maintenance and operations for all campus facilities and equipment. 3. Responsible for day-to-day operations for all campus grounds. 4. Responsible for receiving, tracking, and resolving facility and equipment maintenance requests from community members. 5. Responsible for tracking utilities costs and usage. 6. Responsible coordinating campus recycling. 7. Responsible for maintaining district-wide standards in Facilities, maintenance and operations. 8. Responsible for providing district facilities staff information on both future prioritization/planning as well as current project updates on all scheduled maintenance, Prop 39 or other state funded projects. 9. In collaboration with the district, facilitates the development of standards and best practices that can be applied district wide.

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		10. In collaboration with the district, coordinates best practices and dialogue on the advancement of new standards. IN COLLABORATION WITH THE DISTRICT: 1. Facilitates the development of standards and best practices that can be applied district-wide. 2. Coordinates best practices standards dialogue through the Facilities Working Group. 3. Develops and provides a Total Cost of Ownership template/tool for the colleges to use to generate total cost of ownership for college facilities.
Sustainability Initiatives	IN COLLABORATION WITH THE COLLEGES: 1. Assists in the planning and development of sustainable projects in accordance with strategic plans. 2. Acts as the single point of contact with State Chancellor's office to report utility usage. 3. Coordinates and facilitates the required state and federal reporting of college utilities, refuse, and AQMD reporting. 4. Explores, evaluates and implements projects that enhance sustainability efforts.	1. Provides college information, as needed, for State required reporting. 2. Ensures College complies with District and/or State requirements. IN COLLABORATION WITH THE DISTRICT: 1. Assists in the planning and development of sustainable projects in accordance with strategic plans. 2. Acts as the single point of contact with State Chancellor's office to report utility usage. 3. Coordinates and facilitates the required state and federal reporting of college utilities, refuse, and AQMD reporting. 4. Explores, evaluates and implements projects that enhance sustainability efforts.
Compliance and Safety	1. Provides leadership in disseminating information to the colleges and assures compliance with codes and standards.	'1. In collaboration with the colleges, assists and facilitates remediation of code issues to assure facilities are operated and maintained in compliance with federal, state, or local/regional requirements and for the safety of all staff, faculty and students.

	2. Provides district-wide ADA and accessibility study/plans for development and implementation of ADA Transition Plans. 3. In collaboration with the colleges, assists and facilitates remediation of code issues to assure facilities are operated and maintained in compliance with federal, state, or local/regional requirements and for the safety of all staff, faculty and students. 4. Coordinates routine facility safety inspections and evaluates the condition of its facilities and grounds. 5. In coordination with the colleges, aging and unsafe conditions are scheduled for repair/replacement/refurbishment in accordance with the College's established TCO and FMP.	2. In coordination with the colleges, aging and unsafe conditions are scheduled for repair/replacement/refurbishment in accordance with the College's established TCO and FMP. 3. Complies with applicable codes and requirements.

C. TECHNOLOGY RESOURCES

1. Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution's management and operational functions, academic programs, teaching and learning, and support services.

2. The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality and capacity are adequate to support its mission, operations, programs, and services.

3. The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security.

4. The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to its programs, services, and institutional operations.

5. The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes.

Function	District Office	Colleges
Information Technology - Administration	1. Responsible for district-wide information delivery, infrastructure, and its supporting components as follows:	1. Develops and maintains technology plan aligned with District IT plan.

	• Strategic leadership and administration of information systems and services throughout the district; • Strategic leadership and administration of software services and development; • Supports and provides direction for computerized information applications; • Operation and maintenance of the District's data network which includes LAN, WAN, WLAN, Wifi, security, servers, and network printers; • Strategic leadership, administration and support in the design and implementation of district-wide network and communication infrastructure; • Strategic leadership, administration and support for district-wide telephone systems and technology and cell phones 2. Provides strategic leadership by chairing the Information Technology Strategic Council, a shared governance body and sub-group of the District Strategic Planning Committee. 3. Develops and maintains district technology plan and ensure it is aligned with Colleges' Technology Plans. 4. Provides and maintains key enterprise IT and communication systems and applications. 5. District provides training and support for enterprise systems and applications. 6. Implements District wide IT security plan.	
Information Technology - Academic Support	1. Keeps Technology Plan aligned with Colleges' goals and objectives for instructional areas.	1. Provides training and support for college based equipment and systems. 2. Monitors the quality and adequacy of College based IT systems and support.

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	2. Negotiates contracts for site-licensed operating systems and business application software supported by administrative apps. 3. Provides technical expertise of hardware/software specifications and approve purchases to ensure they meet district standards. 4. Provides desktop computer and mobile device connectivity support for campus students and employees. 5. Maintains system for the inventory of hardware and software assets. 6. Coordinates and responds to college needs in regards to networking, application development, and application support. 7. Supports technical needs of classroom instruction at the infrastructure level.	3. Maintains system for the inventory of hardware and software assets.
Information Technology - Applications Systems	1. Seeks buy-in and support before implementing new technologies/software programs. 2. Negotiates contracts for the Enterprise Resource Planning. 3. Coordinates with and responds to college representatives as it relates to maintenance of the Enterprise Resource Planning. 4. Maintains contact with Enterprise Resource Planning representatives regarding updates, enhancements to the Enterprise Resource Planning, and strategic direction of Ellucian Enterprise Resource Planning products. 5. Provides for strategic planning and direction regarding districtwide application systems in collaboration with college representatives. 6. Supports third party vendor applications that integrate with the Enterprise Resource Planning.	1. Communicates College needs and requirements of an effective Enterprise Resource Planning. 2. Assists with the selection and deployment of Enterprise Resource Planning application.

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	7. Apply/maintains Enterprise Resource Planning and third party software updates 8. Ensures data availability, quality, integrity and consistency. 9. Assists Educational Services and Human Resources in complying with mandated state Management Information Systems (MIS) and Federal reporting data. 10. Performs system administration for all enterprise wide administrative applications and functions.	
Information Technology - Network Administration	1. Negotiates contracts for servers, Wide Area Networks (WAN), Local Area Networks (LAN), Wireless, etc. 2. Provides for strategic planning and direction regarding districtwide network infrastructure in collaboration with college representatives. 3. Procures and maintains virtual and physical servers for academic and administrative needs. 4. Designs, implements and maintains the WAN including physical infrastructure and core network equipment. 5. Designs, implements and maintains the LAN including the physical infrastructure and building network equipment. 6. Designs, implements and maintains Wireless Network. 7. Develops mechanisms to manage network growth and Internet bandwidth usage. 8. Develops mechanisms for safe and reliable network, e.g. firewalls, antivirus, intrusion systems. 9. Responsible for backups of enterprise and departmental systems. 10. Designs, implements, and maintains the Voice Over Internet Protocol (VOIP) phone system.	1. Provides information and support as needed.

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	11. Responsible for the email services, and products related to spam prevention, secure email encryption, and data loss prevention. 12. Provides secure remote access to the District network. 13. Responsible for prevention, monitoring and remediation of data breaches and data compliance requirements.	
Technology Support Services	1. Coordinates enterprise software purchases (i.e. the Microsoft campus agreements, LANDesk, etc.). 2. Serves as the point of contact for enterprise services (i.e. Apple Deployment Program for managing Apple mobile devices). 3. Provides and administers network resources (i.e. licensing servers at Norco College and the LANDesk servers at each college). 4. Administers and serves as the point of contact for the Western Data agreement for Information Technology hardware maintenance.	1. Disabled Student Programs and Services offices purchase licenses for all necessary accessibility software needed by students with disabilities. 2. Installs and maintains Information Technology and Audio Visual equipment and devices needed for instructional and administrative activities/functions. 3. Communicates to end users the availability of all approved software applications. 4. Coordinates and facilitates college software and equipment training opportunities for staff. 5. Maintains administrative and instructional Information Technology communication devices/equipment/ peripherals. 6. Participates in and support the work of Information Technology Strategy Council.
Website/Web Services	1. Provides district standards for development and use of websites in the district that adhere to district wide systems and standards including but not limited to accessibility, brand, style, etc. 2. Provides evolving user-friendly websites that promote the District. 3. Provides standard website architecture for use by colleges (Style guide). 4. Provides technical support to colleges.	1. Updates and maintains their respective pages to ensure accurate information. 2. Provides evolving user-friendly websites that promote the college in accordance with District standards and requirements. 3. Hosts calendars of meetings, agendas, minutes, and other items in compliance with accreditation and shared governance requirements.

	5. Hosts the Board of Trustees agendas on the district website. 6. Collaborates with the colleges on administrative access rights to websites and recommended function or design changes. 7. In collaboration with Strategic Communications, creates an intranet platform for providing coordinated communication within the district.	4. Provides District with feedback regarding District website standards, framework, technology support and related functions. 5. Maintains college based infrastructure.
Academic Technology Support (Online Education, etc.)	1. Provides technical support for instructors and students using Canvas for online, hybrid and web-enhanced courses. 2. Conducts technology-related training for Canvas, including course design, guidance on online best practices, and integration of third-party applications into Canvas. 3. Creates Canvas shells and manage shell content (e.g., migration from Blackboard to Canvas, and copying and merging Canvas courses). 4. Ensures that Canvas and all third party extension operate smoothly and are available to users. 5. Maintains the Distance Education website and functionality it provides, both informationally and in the collection of requests for online course assistance from faculty.	1. Provides technical support and training for faculty, administrators, and staff in the use of assessment and program review software. 2. Provides input into technology needs for online, hybrid and web-enhanced classes and ensures that technology needs for these courses are met at the college sites. 3. Assist in technical and pedagogical training for instructors teaching in the online environment.
Help Desk	1. Operates and maintains the district-wide help desk by answering service calls, administering service tickets, and monitoring quality of IT services. 2. Provides first level technical assistance to employees via the District helpdesk. 3. Responds to IT Infrastructure issues throughout the District.	1. Maintains college based services (TSS, Facilities, Receptionist).

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Training	1. Provides training and support for enterprise systems and applications.	

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D. FINANCIAL RESOURCES

Planning

1.   Financial resources are sufficient to support and sustain student learning programs and services and improve institutional effectiveness. The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability.

2.   The institution's mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner.

3.   The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.

Function	District Office	Colleges
Budget Development	Provides strategic leadership, guidance and support in the area of district-wide budget development and management for all operational Funds/Resources. 1. Reviews District and College strategic planning documents to align resource allocations to support the missions of each college for all operational Funds/Resources. 2. Establishes a detailed and comprehensive budget development calendar for all Funds/Resources to identify key dates, milestones and budget deliverables, and distribute to the colleges. 3. Prepares long-range projections fiscal viability and develop financial strategies to maintain and improve funding levels for the District.	1. Prepares all of the colleges permanent budget transfers effecting the new fiscal year for input by the District Office. 2. Calculates increases in costs of all college contracts. 3. Balances and reconciles all college budgets in each Resource. 4. Formats and realigns general fund discretionary budgets and College specific or College centered budgets such as Food Services, Child Care, etc. 5. Exercises sound budgetary discipline and stewardship. 6. Develops and maintains College level budget and resource allocation model and/or approach. 7. Allocates college resources in a manner that reflects and aligns college and district strategic priorities. 8. Provides District with College budget data and information to support the submission of the District

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	4. Plans and coordinates the preparation of the annual District budget including revenue projections, cost estimates, and formula allocations in accordance with the District Budget Allocation Model for Resource 1000, the general operating budget for the District. 5. In collaboration with the colleges, plan and prepares the annual budgets for college centric Resources such as Food Services, Child Care, etc. including revenue projections, cost estimates, and formula allocations. 6. Establishes revenue budgets based on enrollment management strategic plans, equity and student success metric projections for Resource 1000. 7. Analyzes each position to calculate personnel expenditure budget for all Funds/Resources. 8. Provides campuses with remaining ongoing and one-time carryover allocations. 9. In collaboration with the colleges, inputs all college and district office budgets into the District's Enterprise Resource Planning (ERP) System. 10. Formulates annual budget assumptions for review and discussion at District Budget Advisory Committee (DBAC) and recommendations to the Chancellor for Board's approval. 11. Oversees budget position control to track permanent, vacant, and new positions; monitors permanent salary accounts for salary savings; prepares reports related to salary and benefit costs.	Tentative and Final Budget approval to the Board of Trustees. 9. Complies with policies and procedures. 10. Ensures adequate internal budgetary controls for categorical/restricted funds. 11. Produces and disseminates financial reports to College community to inform resource allocation decision-making and accountability.

	12. Ensures compliance with applicable budgetary statutes, regulations and District policies and procedures, and financial controls. 13. Acts as a resource to College and District personnel for all budget issues and training.	
Budget Allocation Model	1. In collaboration with the Colleges and District Budget Advisory Council, participates in the development, implementation and monitoring of a budget model for the equitable, fair and transparent allocation of available resources in alignment with District and College strategic, educational and facilities master plans. 2. Ensures the allocation of resources to all entities conforms to the principles established for the Budget Allocation Model.	1. In collaboration with the District Office and District Budget Advisory Council, participates in the development, implementation and monitoring of a budget model for the equitable, fair and transparent allocation of available resources in alignment with District and College strategic, educational and facilities master plans. 2. Ensures the allocation of resources to all entities conforms to the principles established for the Budget Allocation Model.
General Obligation Bond	1. Ensures alignment with district and college strategic, educational, and facilities master plans. 2. Conducts feasibility studies for bond authorization. 3. Obtains Board authorization for conducting bond elections. 4. Conducts bond election campaigns. 5. Coordinates sizing, timing and structure of bond authorizations. 6. Coordinates sizing and timing of periodic bond issuances to coincide with cash flow needs related to construction projects. 7. Establishes, implements and monitors board policies and administrative procedures associated with bond issuances.	1. Ensure alignment with district and college strategic, educational, and facilities master plans. 2. Use bond resources for planning in accordance with established requirements, terms and/or conditions. 3. Supports and participates in bond campaign development, market analysis, voter testing and similar activities. 4. Provides periodic reports to District office, Board of Trustees, and Citizen's Bond Oversight Committee regarding ongoing College planning efforts.

	8. Establishes, implements and monitors administrative procedures associated with allocation of bond proceeds and use of bond proceeds. 9. Establishes and adheres to bond requirements and reports to the Board of Trustees and Citizen's Bond Oversight Committee. 10. Appoints a Citizen's Bond Oversight Committee members.	
Capital Project Funds (Scheduled Maintenance, Prop 39 Projects, Prop 51 Projects, Redevelopment, La Sierra Capital, Sale of Property, 5 Year Capital Construction Plan)	1. Ensures alignment with district and college strategic, educational, and facilities master plans. 2. Conducts feasibility studies. 3. Coordinates sizing, timing and structure of funding. 4. Coordinates sizing and timing of periodic bond issuances to coincide with cash flow needs related to construction projects. 5. Establishes, implements and monitors board policies and administrative procedures. 6. Establishes, implements and monitors administrative procedures associated with use of funding. 7. Establishes and adhere to reporting requirements to external agencies and the Board of Trustees.	1. Ensures alignment with district and college strategic, educational, and facilities master plans. 2. Use resources for planning in accordance with established requirements, terms and/or conditions. 3. Provides periodic reports to District regarding ongoing College planning efforts.
Human Resources Allocation	1. Annually plans for staffing levels to align with Human Resources Strategic Staffing Plan, and district and college strategic, educational and facilities plans. 2. Aligns staffing succession plans to district and college strategic, educational and facilities master plans. 3. Ensures staffing plans are in alignment with budget allocation model resource plans.	1. Aligns college staffing plans and requests for new positions or changes to staffing plans through the strategic planning process. 2. Determines faculty, classified and management positions based on strategic plans and program review process. 3. Periodically reviews staffing levels and position FTE and makes adjustments as needed to support the work of the College in the most efficient and effective manner.

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	4. Coordinates staffing plans with the Chancellor and colleges, in coordination with bargaining unit representatives for determination of number of new faculty positions, taking into consideration Full-Time Obligation Number compliance and faculty bargaining unit commitments, new programs, part-time vs. full-time ratios, etc. 5. Coordinates staffing plans with the Chancellor, colleges and district office, in coordination with bargaining unit representatives for determination of new Classified, Confidential and Management position, taking into consideration 50% Law compliance, standard staffing level goals, new programs, etc. 6. Aligns staffing plans and requests for new positions or changes to staffing plans through the strategic planning process.	4. Funds new position from college annual new base budget allocation or from realignment of existing base budget.
Funding Formula (Enrollment Management/Equity/Student Success)	1. Aligns enrollment, equity and student success targets in conjunction with strategic, educational and facilities master plans. 2. Through the District Enrollment Management Committee, recommends enrollment targets based on strategic, educational and facilities master plans using input from estimates based on funded levels of Full-Time Equivalent Students. 3. Through the District Strategic Planning Committee, recommends equity and student success targets by college. 4. Reviews and evaluates achievement of enrollment, equity and student success outcomes, makes recommendations for improvement, and resource allocation adjustments.	1. Collaborates with the District Enrollment Management Committee to establish annual enrollment targets in alignment with strategic, educational and facilities master plans, including consideration for cohort enrollment (dual/prison/etc.) 2. Coordinates with the District Enrollment Management Committee to establish annual equity and student targets in alignment with strategic, educational and facilities master plans. 3. Plans college schedule to achieve enrollment, equity and student success targets. 4. Establishes systems to continually review and monitor enrollment, equity and student success targets and make adjustments as needed.

		5. Monitors Part-time faculty and overload budgets to ensure expenditures do no exceed budget and scheduling is maintained in an efficient and cost effective manner.
Extramural Funding Planning (Grants, Fundraising, etc.)	1. The Foundation plans for fundraising campaigns to support district and college strategic, educational and facilities master plans. 2. In collaboration with the Colleges, identifies, pursues, and informs colleges about grant and categorical opportunities that support District and College strategic, educational and facilities master plans.	1. Develops fundraising and grant proposals to support college strategic, educational and facilities master plans. 2. In collaboration with the District Office, identifies, pursues, and informs colleges about grant and categorical opportunities that support District and College strategic, educational and facilities master plans.
Information Technology	1. Plans for IT Infrastructure funding, including ERP system, networks, and administrative systems, etc in alignment with District and College strategic, educational and facilities master plans.	1. In collaboration with the District Office ensures that IT infrastructure and ERP system plans are in alignment with District and College strategic, educational and facilities master plans.
Safety and Security	1. Plans for funding of safety and security needs throughout the District, in collaboration with the College's Safety and Security Committees, and ensures alignment with District and College strategic, educational and facilities master plans.	1. In collaboration with the District Office ensures that safety and security plans are in alignment with District and College strategic, educational and facilities master plans and are implemented and monitored accordingly.

Fiscal Responsibility and Stability

4.   Institutional planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.

5.   To assure the financial integrity of the institution and responsible use of its financial resources, the internal control structure has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making. The institution regularly evaluates its financial management practices and uses the results to improve internal control systems.

6.   Financial documents, including the budget, have a high degree of credibility and accuracy, and reflect appropriate allocation and use of financial resources to support student learning programs and services.

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7. Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.

8. The institution's financial and internal control systems are evaluated and assessed for validity and effectiveness, and the results of this assessment are used for improvement.

9. The institution has sufficient cash flow and reserves to maintain stability, support strategies for appropriate risk management, and, when necessary, implement contingency plans to meet financial emergencies and unforeseen occurrences.

10. The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.

Function	District Office	Colleges
Budget	Provides districtwide, budgetary leadership, guidance and support as follows: 1. Assures appropriate budgetary management including planning, coordination and supervision over the District's budget processes. 2. Maintains the District's position budget control system. 3. Coordinates budget preparation & augmentations with the colleges and district office operational units. 4. Coordinates and develops the districtwide annual budget in accordance with the adopted principles and methodologies in the BAM and in coordination with the college's operational planning. 5. Performs budget and financial analysis, projections and reporting and provides recommendations to assure compliance with District financial goals and objectives expressed in the District's strategic plan. 6. Maintains the chart of accounts in accordance with the California Community Colleges Chancellor's Office Budget and Accounting Manual; modifies as necessary in coordination with the colleges.	1. Works with the District office to develop revenue and expenditure projections. 2. Ensures that expenditures are in accordance with fund restrictions. 3. Regularly reviews revenue and expenditure patterns. 4. Regularly reviews and audits accounts for compliance with funding requirements. 5. Aligns resource expenditures with mission and strategic goals and priorities. 6. Ensures appropriate internal financial controls are maintained and followed. 7. Ensures budget guidelines and priorities align with the mission, vision, values, and strategic planning goals. 8. Ensures that college budgets support the educational master plan and pathway initiatives for student success and completion. 9. Ensures that colleges will observe the budget principals of using one-time revenues for one-time expenditures and on-going expenditures shall be covered from on-going revenues where possible and allocated based on planning and assessment.

	7. Coordinates the year-end closing process with the colleges. 8. Complies with external reporting requirements to ensure that fiscal reports are accurate and filed timely. 9. Ensures compliance with applicable statutes, regulations and District policies & procedures. 10. Provides oversight of the requisitioning process to ensure accurate coding; adequate budget; and District policies and procedures prior to requisition approval. 11. Provides budget and accounting assistance and review relative to grant and categorical program applications and reporting. 12. In coordination with the colleges, prepares contingency transfers to the Board of Trustees. 13. Reviews, processes and approves major object code budget transfers and coordinates with the colleges preparation of Budget Adjustment reports to the Board of Trustees. 14. Acts as a resource to College and District personnel for any budget issues and training.	10. Responsible for assisting in the ongoing fiscal stability of the college, adequately manage and safeguard college assets to ensure ongoing effective operations of the college. 11. Prepares annual financial projections for applicable Funds based on historic and economic data.
Accounting	Provides districtwide accounting leadership, guidance and support as follows: 1. Prepares and obtains certification of the apportionment attendance report (CCFS 323), quarterly (CCFS-311Q), and annual financial reports (CCFS-311 annual), and disseminates to the colleges upon completion. 2. In coordination with colleges, prepares the District-wide data for the annual fiscal report to the ACCJC. 3. Monitors cash balances in all funds and resources. 4. Serves as the primary contact and liaison with banks and investment firms.	1. In collaboration with the District Office, prepares college data and files the annual fiscal report to the ACCJC. 2. Develops campus specific procedures in alignment with Board policies. 3. Provides to appropriate stakeholders periodic financial reports. 4. Evaluates College financial management practices. 5. Develops and maintains a review and approval process for all College authorized financial forms to ensure accuracy.

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	5. Monitors Federal, State, and local laws and regulations, and revise practices and procedures as necessary to comply with the applicable provisions. 6. Administers the 1098T process in coordination with IT and the colleges; including filing with the Internal Revenue Services, student notification and uploading on Web advisor. 7. Maintains general ledger and subsidiary ledgers. 8. Invoices, receives, monitors, and deposit District revenues from local, State, and Federal sources. 9. Certifies online grant and categorical program financial reports and requests drawdown of funds. 10. Develops and maintains financial policies and procedures and evaluates the adequacy of the internal control structures of the District. 11. Investigates reported occurrences of waste and fraud, and recommends controls to prevent or detect them. 12. Searches and resolves A/R and revenue discrepancies and determines if refunds or transfers are required. 13. Prepares monthly financial statements for presentation to the Board of Trustees and Foundation Board of Directors. 14. Serves as primary contact with the Riverside County Office of Education and State Chancellor's Office on all accounting issues and budget/financial matters. 15. In collaboration with the colleges, develops and maintains a review and approval process for financial forms to ensure accuracy and consistency. 16. Disseminates 50% Law reports to the colleges.	6. On a continual basis, reviews and evaluates College internal control systems. 7. Ensures expenditures are in accordance with fund restrictions. 8. Colleges respond to student requests for 1098T information.

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Payroll	Provides districtwide leadership, guidance and support as follows: 1. Enters new employees into HR/payroll system. 2. Responds to bargaining unit requests from HRER for information. 3. Prepares forecasts and cost estimates. 3. Prepares reports for and complies with external reporting requests (i.e. Government Compensation in California (GCC) Program). 4. Serves as the authority on all payroll related matters and primary resource for all District employees regarding payroll issues. 6. Collects, prepares, and processes timely and accurate payroll, payroll taxes, and retirement information for all District employees, including retroactive payments, contract changes, and corrections. 7. Maintains records of employee voluntary deductions and remittances. 8. Prepares, processes and balances accruals and usage of all leave types (sick, vacation, etc.), verifying compliance with Education Code requirements and bargaining unit agreements. 9. Assures compliance with Federal and State payroll regulations and District policies and procedures. 10. Participates in new hire orientation workshops. 11. Prepares and reconciles annual W2 forms. 12. Coordinates with HRER and external vendors; prepares reports to comply with requirements of the Affordable Care Act. 13. Serves as the primary contact with the Riverside County Office of Education on payroll related matters and	1. Submits timely and accurate time sheets and attendance reports to the Payroll office. 2. Ensures compliance with payroll and time reporting policies and procedures. 3. Distributes pay warrants and pay stubs to employees.

	transmission of payroll data, including importing Teaching Assignments into the payroll system. 14. Arranges for the timely distribution of payroll checks and paystubs to the college sites.	
Purchasing	Provides districtwide leadership, guidance and support as follows: 1. Reviews procurement of goods and services, prior to purchase, for bid requirements and appropriate bidding/proposal methods and the need for Board of Trustees approval. 2. Prepares, evaluates, analyzes, and recommends award of formal bids for service contracts, capital improvements, construction projects, equipment and supplies. 3. Assures compliance with Federal, State, local rules and regulations, and District policies and procedures regarding procurement. 4. Establishes business accounts with vendors and maintains vendor records and archive files. 5. Creates and maintains policies and procedures pertaining to purchasing. 6. Ensures that all public works contractors are in compliance with applicable labor laws. 7. Analyze prices and market trends to establish and maintain optimal sources of supply. 8. Maintains the central repository of all contracts. 9. Conducts periodic vendor procurement outreach activities. 10. Responds to requests for public procurement information. 11. Disseminates purchase orders to vendors.	1. Prior to placing orders, enters purchase requisitions, provides copies of quotes, develops scope of work and equipment lists, facilitates installations and delivery of services. 2. Reviews procurement of goods and services, prior to purchase, to assess bid requirements and appropriate bidding/proposal methods. 3. Collaborates with District office in preparation, evaluation, and analysis of formal bids for service contracts, capital improvements, construction projects, equipment and supplies. 4. Complies with Federal, State, local rules and regulations, and District policies and procedures regarding procurement. 5. Complies with appropriate labor laws. 6. Generates contract transmittals for review and approval in accordance with District policies and procedures. 7. Obtains competitive quotes to ensure high quality of service and best pricing. 8. Ensures timely submission of construction and maintenance projects, and procurement requests.

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	12. Places orders with vendors who do not accept purchase orders (airfare, hotel, Amazon).	
Accounts Payable	Provides districtwide leadership, guidance and support as follows: 1. Prepares, reconciles, and submits Miscellaneous Income tax forms (1099). 2. Processes vendor payments for general obligations of the District in accordance with Federal and State laws (including the California Education Code), District policies and procedures, and audit practices. 3. Processes student payments for grants, tuition, and stipends. 4. Maintains relationships with vendors through timely and accurate payment, responding to inquiries, filing liens, and necessary withholding. 5. Monitors timing of payments in order to take discounts, maintain satisfactory credit ratings to avoid or minimize interest expense and penalties due to late payments. 6. Reviews all invoices to ensure accuracy and appropriateness in compliance with District and state rules, guidelines and statutes. 7. Processes travel related payments including prepayments, reconciliation of travel requests, and reimbursements to employees. 8. Prepares and files quarterly use tax reports. 9. Participates in the year end close-out process (releasing encumbrances, accruing invoices, etc.).	1. Provides timely, accurate, and approved invoices, travel and mileage reimbursements to the District Office. 2. Reviews all invoices for the purposes of ensuring accuracy and appropriateness in compliance with District and state rules, guidelines and statutes. 3. Identifies funding sources and ensures appropriate budget availability for payment. 4. Confirms receipt of goods and services.
Bookstore	1. Receives and posts revenue based on sales commissions for each college as reported by the bookstore vendor.	1. Bookstore operations (facilities, book orders, utilities, etc.) are managed at the college level. 2. All contract questions and compliance issues are managed at the college level.

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	2. Receives and posts contribution revenue based on mutual agreement of the colleges. 3. Reports income, expenses and fund balances to the Board of Trustees. 4. In collaboration with the colleges, facilitates the contract RFP process for selection of the bookstore vendor. 5. Monitors contract compliance as it relates to commission calculations.	3. Ensures bookstore meets the needs of the colleges; complies with terms and conditions of the agreement; and works to ensure appropriate pricing.
Food Services	1. Receives and post revenue generated by sales from each college. 2. Receives and post contract income from vendor contracts (beverage, vending, etc.) based on mutual agreement of the colleges. 3. Reports income, expenses and fund balances to Board of Trustees. 4. Prepares and provides monthly financial analysis. 5. In collaboration with the colleges, facilitates the contract RFP process for selection of the vending and beverage vendors.	1. Food Services operations (facilities, food orders, utilities, etc.) are managed at the college level. 2. All contract questions and compliance issues are managed at the college level. 3. Ensures food services meet the needs of the colleges; complies with terms and conditions of agreements; and works to ensure appropriate pricing.
Foundation	1. Processes vouchers, purchase orders, and journal entries. 2. Verifies and monitors expenditures to ensure compliance with budget policies and regulations. 3. Prepares, reconciles, and submits Miscellaneous Income tax forms (1099). 4. Manages a comprehensive donor stewardship and reporting program and prepares and provides tax exempt donation acknowledgment letters to donors.	1. Ensures that gifted and endowed funds are expensed in accordance with donor intent and applicable restrictions. 2. Collaborates with Foundation in fund raising activities and events.

| | 5. Maintains Chart of Accounts, general subsidiary ledgers and special ledgers. 6. Ensures compliance with accounting and documentation standards. 7. Performs accounting, bookkeeping, and budget control services, including year-end close out. 8. Prepares and presents periodic financial activity reports to the Foundation Finance Committee. 9. Prepares the annual endowed scholarship award document for presentation to the Foundation Finance Committee. 10. Maintains a record of and monitors compliance with gift agreements. 11. Receives and records all gifts and grants, and ensures they are accounted for according to the wishes of the donor. 12. Monitors and approves expenditures from Foundation accounts to ensure funds are spent in accordance with donors' wishes and specific fund requirements. 13. Oversees the identification, cultivation and solicitation of donors for gifts through various means, including direct mail, face-to-face contact, organizational presentations and strategic Foundation events. 14. Maintain accurate biographical and contact information for District and College constituents, including donors and alumni. Facilitate contact with these constituents as requested. 15. Provide consultation and guidance to Colleges for their various fundraising activities to ensure compliance with IRS regulations and best practices in donor relations. | |

	16. Manage all philanthropic assets according to prudent investment practices to ensure proper stewardship. 17. Develop and implement policies and practices aimed to maintain the Riverside Community College District Foundation's 501(c)3 nonprofit status.	
Financial Aid	1. Runs Financial Aid voucher process and draw down of funds. 2. Posts data to student accounts. 3. Transfers funds and files to the Third Party Administrator (TPA), BankMobile, for disbursement to students. 4. In coordination with the colleges, manages program ledger accounts and performs cyclical reconciliation in coordination with colleges. 5. Maintains accounts according to Federal and State cash management regulations. 6. Invoices and recovers overpayments and over-awards to students. 7. Assists with fraud and forgery issues. 8. Reconciles "return of funds" to the Department of Education from the Third Party Administrator and to the State of California as needed 9. Moves approved funds from federal, state, institutional accounts direct to students. 10. In collaboration with the college financial aid departments, performs monthly and annual reconciliations of Financial Aid disbursements.	1. Works with the District Office to ensure Financial Aid resources are distributed and accounted for appropriately in accordance with State/Federal requirements and District policies and procedures. 2. Advises the District Office of any new or updated federal, state or institutional financial aid programs and works with the District to set up accounting standards for each new program. 3. Keeps the District Office updated of any changes to federal or state cash management regulations and/or deadlines. 4. Works with the District to provide financial aid student data and cash management information of annual audit, including the federal EZ audit.
Student Business Services (Associated Students of Riverside Community College	1. Processes budget transfers, vouchers, purchase orders, and journal entries for ASRCCD. 2. Verifies and monitors expenditures to ensure compliance with budget, policies, and regulations.	Riverside City College performs these responsibilities on behalf of the 3 colleges:

District (ASRCCD) & Student Accounts)	3. Prepares, reconciles, and submits Miscellaneous Income tax forms (1099). 4. Maintains Chart of Accounts, general subsidiary ledgers and special ledgers. 5. Ensures compliance with accounting and documentation standards. 6. Confers and meets with associated student government, faculty and administration in the development of budgets under the auspices of Auxiliary Services. 7. Provides financial guidance relevant to expenditures and budget administration. 8. Performs accounting, bookkeeping, and budget control services, including year-end close out. 9. Monitors adherence to internal control process and procedures. 10. Administers the 1098T process in coordination with IT and the colleges; including filing with the Internal Revenue Services, student notification and uploading on Web advisor. 11. In collaboration with Riverside City College, processes and disburses manual credit card and check refunds. 12. In collaboration with Riverside City College, processes from the financial systems third-party billings for student fees to internal and external agencies; such as U.S. Military, CalWORKS Programs, Department of Rehabilitation, Employment Development Department, etc. 13. Processes parking permit refunds as necessary.	1. Ensures proper use of funds in accordance with applicable requirements and district policies and procedures. 2. Riverside City College coordinates sponsored billings, student accounts, and student refunds for all three colleges. 3. Maintains students' accounts with regard to assessing registration related fees, producing student billing, and processes student refunds for all three colleges. 4. Audits and researches student account history for discrepancies; corrects records, forwards for collections, write off fees per approval of Business Services and processes any refunds due to students. 5. In collaboration with the District, initiates and processes manual credit card and check refunds, providing documentation for the requests. 6. In collaboration with the colleges and district, processes all District third-party billings for student fees to internal and external agencies; such as U.S. Military, CalWORKS Programs, Department of Rehabilitation, Employment Development Department, etc. 7. Coordinates and communicates with sponsored account agencies in regards to starting, maintaining and making changes for sponsored account billings; filling out forms for billing and the signing of forms for students attending one of the three colleges. 8. Processes parking permits adjustments and refunds for all three colleges as necessary. 9. Liaison to Student Financial Services for deferments, Scholarships, Pell Grants, loans and updates and issues California College Promise Grant refunds.

	14. Administers the Chancellor's Office Tax Offset Program process in coordination with Information Technology and Riverside City College. 15. Receives wire transfer payments and coordinates with Riverside City College to apply the payments to the Veterans students' accounts.	10. Maintains student account records, develops student accounts forms and letters, and places and releases student holds. 11. Processes adjustments and duplicate record correction of fees. 12. Updates billing units and re-bill accounts for the work experience programs for the three colleges in the district. 13. Receives information regarding wire transfer payments from District and applies to the Veterans student accounts for all three colleges. 14. Researches accounts and process all Veteran Affairs debt letters received and in coordination with the District office, return the funds back to The Veterans Affairs office. 15. Coordinates with the District Office on annual 1098T forms. 16. In coordination with the District and Colleges, processes and submits data for COTOP collections.
Cashiering/Cash Management	1. Performs reconciliations of all District and auxiliary bank accounts. 2. Coordinates armored truck pickups and delivery. 3. In collaboration with the colleges, develops and monitors internal controls and fraud prevention systems at all cashiering locations. 4. Balances vault, processes cash bags, prepares all bank deposits, resolves bank adjustments, and orders currency from the bank. 5. Posts payments to outstanding sponsored invoices. 6. Maintains accurate, detailed, and current records of revenue. 7. Maintains accounts receivable records of billing invoices and performs collections.	1. In collaboration with the District, develops and monitors internal controls and fraud prevention systems at all cashiering locations. 2. Maintains appropriate internal controls and loss mitigation strategies (including PCI compliance). 3. Maintains a documented cash handling process and procedures. 4. Ensures all staff, handling cash, have been adequately trained on said policies and procedures. 5. Accepts payments from students, staff, faculty and community members for various areas of the college such as but not limited to: student tuition, parking fees and tickets, Financial aid overpayments, parking meters, event parking, club payments, instructional materials fees,

	8. Enters drawdowns and repayment transactions through Federal financial sites. 9. Monitors all revenue including items posted by RCOE (e.g. pooled interest and state apportionment) and reallocates to the colleges and District as necessary. 10. Assists in providing control of revenue to protect against omission whether through fraud or error. 11. Participates in the year-end closing process 12. Provides a central location for all college cash bags to be delivered and deposits calculated for deposits. Payments are posted by District for such items as but not limited to the Child Care fees, payroll deposits for deductions, library overdue books, parking tickets, COTOP refunds, and vending machine payments. Cash boxes are prepared and returned to RCC for ASRCC events.	childcare, health services fees, ASRCCD income, and other associated payments. All income is logged, counted and reconciled; then it is sent to the District Office for deposit and posting to the general ledger. 6. Sells discount tickets for amusement parks and attractions. 7. Receives, inventories, reconciles and stores gift cards, meal vouchers and other cash equivalent aid for student distribution. 8. Prepares shipment of all bags and monies received and to be shipped to District; receives incoming shipment of replenished bags to use/disburse to other departments. 9. Receives checks and paystubs from the District and distributes to faculty, staff and students.
Risk Management	1. Provides strategic leadership, guidance and support in the development and implementation of proactive insurance, claims, security, and safety initiatives. 2. Administers property/liability, workers' compensation, student insurance and other insurance programs with the insurance Joint Powers Authority. 3. Administers claims and litigation filed against the District. 4. Provides certificates of insurance for district functions and contractual requirements. 5. Coordinates with the colleges in response to subpoenas for records. 6. Monitors incident reports to ensure district safety issues are addressed and corrected, if needed. 7. Monitors driving records of any employee and/or student who drives on behalf of the District.	1. Responsible for identifying safety issues and spearheading their resolution. 2. Regularly coordinates with Safety and Police Officers assigned to their colleges to ensure a safe working and learning environment. 3. In collaboration with the District office, develops and implements safety and emergency training programs. 4. In collaboration with the District office, develops and maintains safety and emergency plans. 5. In collaboration with the District office, provides information to respond to subpoena and public records requests. 6. Mitigates the results of ergonomic assessments.

	8. Reviews insurance requirements, hold harmless and indemnification requirements of vendors and third parties. 9. In collaboration with the colleges, administers the District's safety, loss control programs, and emergency preparedness. 10. Arranges for ergonomic evaluations of employee workstations. 11. Stays current with regulatory requirements, disseminates information and provides guidelines and/or training programs to ensure compliance with Environmental Health and Occupational Safety, Hazardous Materials Management, Hazardous Waste Management, Laboratory Safety, and other regulatory requirements. 12. Identifies budgetary needs and manages the annual self-insurance actuarial process. 13. Actively participates and assumes leadership positions on a number of industry related boards and the District's Joint Powers Authority board. 14. Provides oversight and management of the RCCD Police Services function. 15. Provides oversight and leadership for all OSHA and regulatory agency interactions and coordinates resolution of complaints and citations with the colleges.	
Electronic Financial System Management	1. Maintains the Galaxy Financial system, provided by the Riverside County Office of Education for Finance, Budget Management, Requisitioning, Purchasing, Accounts Payable, Accounts Receivable, Accounting, Grants, Payroll, Health and Welfare Benefits, Retirement, and Year-End Accrual processing.	1. Monitors budget-to-actual spending, including encumbrances and processes budget/expense transfers as necessary. 2. Enters and approves purchase requisitions. 3. Enters and approves faculty teaching assignments. 4. In collaboration with the District, provides training on software

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	2. Utilizes Colleague, supported by District IT, to maintain the finances for Foundation, Financial Aid, and Associated Student Body accounts. This includes Budget Management, Purchasing, Accounts Payable, Accounts Receivable, Accounting, Financial Aid Grant Management/Disbursement, and Year-End Accrual processing. In addition, the faculty teaching assignments are managed through Colleague uploaded to Galaxy for payroll processing. 3. Creates and maintains the approval routing structure. 4. Monitors budget-to-actual spending, including encumbrances, and processes budget/expense transfers as necessary. 5. Monitors cash flow to maintain reserve stability. 6. Develops financial reports utilizing system data. 7. Manages the annual service contract and acts as a liaison w/RCOE and third party ERP vendor for system issues and enhancement requests. 8. Authorizes and audits user access (additions/changes/removals), ensuring security access is segregated as necessary for internal controls. 9. Maintains position control in Galaxy System for budgetary purposes. 10. In collaboration with the Colleges, provides training on the software.	
General Obligation Bond Compliance	In collaboration with the Colleges: 1. Monitors bond issuance spending compliance with IRS regulations. 2. Prepares and presents quarterly Project Commitment Summary Reports and Capital Program Executive	In collaboration with the District Office: 1. Completes Bond funded projects in compliance with the terms of the Bond. 2. Monitors bond issuance spending compliance with IRS regulations.

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Summary to the Citizens Bond Oversight Committee and monthly to the Board of Trustees. 3. Monitors cash flow in coordination with the colleges to ensure adequate cash on hand for financed facility projects 4. Ensures facility project budgets are established in accordance with Board of Trustees authorization 5. Monitors and reviews expenditures to ensure compliance with laws and regulations and Board of Trustees authorization. District Office: 1. Arranges for and facilitates the annual independent audit. 2. Presents the General Obligation Bond annual independent report to the Citizens Bond Oversight Committee. 3. Arranges for bond proceed arbitrage calculations. 4. Responds to IRS inquiries and audits. 5. Prepares and responds to periodic rating agency inquiries. 6. Prepares information for presentation at rating agency visits. 7. Works with bond underwriters, bond counsel, Riverside County Treasurer's Office and financial advisors. 8. Coordinates with financial advisor on preparation and filing of Annual Continuing Disclosure requirements. 9. Contracts with bond underwriters, counsel and financial advisors.	3. Assists in the preparation of quarterly Project Commitment Summary Reports and Capital Program Executive Summary to the Citizens Bond Oversight Committee and monthly to the Board of Trustees. 4. Monitors cash flow in coordination with Facilities Planning & Development to ensure adequate cash on hand for financed facility projects 5. Ensures facility project budgets are established in accordance with Board of Trustees authorization 6. Monitors and reviews expenditures to ensure compliance with laws and regulations and Board of Trustees authorization.

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External Audit	In collaboration with the Colleges: 1. Plans and oversees all audits (financial/performance/compliance) for all funds including ASRCCD, Auxiliary, Foundation, etc., and additional, ad hoc audit work as may be necessary. 2. Supports the audit process by providing schedules, supporting documentation, policies, information on internal processes, etc. Acts as a liaison with College departments to provide documentation generated and contained at the College. 3. Coordinates the presentation to various committees (Board of Trustees, Chancellor's Cabinet, Foundation Board of Directors, Citizens Bond Oversight Committee, etc). 4. Develops and maintains systems for internal audit controls and assist in the implementation of audit recommendations. 5. Submits and certifies audit to the U.S. Department of Education (Federal EZ Audit). 6. Certifies the Single Audit with the Federal Audit Clearinghouse. 7. Manages the annual service contract. 8. Coordinates auditor interviews with appropriate personnel.	1. Supports the audit process by providing supporting documentation, policies, information on internal processes, etc. to the District office liaison. 2. In collaboration with the District, develop and maintain systems for internal audit controls and implement audit recommendations.
Administrative Services/Warehouse	1. Provides district-wide copy and reproduction services. 2. Staffs the CAADO building lobby.	1. Provides copy and reproductive services for the College. 2. Ensures shipments to the College are received, and notify appropriate individual/department of receipt. 3. Makes arrangements for the return of items to vendors. 4. Follows-up on non-delivery or late delivery of orders. 5. RCC Courier service provides mail run to all entities associated with RCCD on a daily basis.

		6. In collaboration with the District Office, arranges for surplus pickups. 7. RCC pickup and delivery of archive files. 8. Fills internal requisitions of goods stored in warehouse to various departments, on and off campus. 9. Ensures shipments of received supplies and equipment are accurate, undamaged and delivered to the correct department. 10. Maintains stock levels of goods stored at Warehouse. Switchboard 1. Provides enhanced directory assistance to callers district wide. 2. Reports/notifies departments/help desk when telephone extensions are not working properly. 3. Reports/notifies departments when published information on their websites is incorrect or incomplete. 4. Provides published information to callers. 5. Provides assistance to callers to navigate Riverside City College/District websites.
Mail Services	1. Provides mail services for District Office. 2. Prepares mail for delivery to post office and to second sources (FedEx, UPS, OnTrac). 3. Sorts incoming mail/packages and distributes to departments. 4. Sends and receives other correspondence. 5. Maintains mailboxes. 7. Serves as a resource to colleges and district departments for mass mailings and other service needs. 8. Keeps history of data for charge-backs (grant funded departments) and general statistics.	1. Prepares mail for delivery to the District office for processing. 2. Sorts incoming mail/packages from the post office and inter office mail and distributes to mailboxes. 3. Provides mail services for district and coordinates routes for all sites district wide. 4. Sends and receives other correspondence. 5. Maintains mailboxes. 6. Delivers mail/packages to individual departments.

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Budget Allocation Model	In collaboration with the Colleges: 1. Develops Budget Allocation Model (BAM) principles and the components comprising the model itself. 2. Ensures that the BAM is fair, equitable, and transparent. 3. Ensures that resource allocation decisions are informed by objective, predictable, verifiable, and easily accessible data and will be made in an impartial and consistent manner. 4. Ensures that resources will be distributed in a manner that adequately supports the programs offered at each college while ensuring compliance with Board policies, and statutory and regulatory requirements. 5. Ensures that resources allocation decisions will be made in an open and consultative manner with representative stakeholder groups. 6. Ensures that the BAM will provide for operational cost predictability and stability to support district and college strategic goals and objectives as it relates to student learning programs and services. 7. Regularly assess the BAM to ensure that resource allocations are responsive to student learning goals and objectives.	In collaboration with the District: 1. Develops Budget Allocation Model (BAM) principles and the components comprising the model itself. 2. Ensures that the BAM is fair, equitable, and transparent. 3. Ensures that resource allocation decisions are informed by objective, predictable, verifiable, and easily accessible data and will be made in an impartial and consistent manner. 4. Ensures that resources will be distributed in a manner that adequately supports the programs offered at each college while ensuring compliance with Board policies, and statutory and regulatory requirements. 5. Ensures that resources allocation decisions will be made in an open and consultative manner with representative stakeholder groups. 6. Ensures that the BAM will provide for operational cost predictability and stability to support college and district strategic goals and objectives as it relates to student learning programs and services. 7. Regularly assess the BAM to ensure that resource allocations are responsive to student learning goals and objectives.
Grants Administration	In collaboration with the Colleges: 1. Monitors federal, state and local agency communications for grant opportunities that align with district and college strategic goals and objectives. 2. Provides technical expertise regarding standards and formatting in the development of grant applications so they are positioned to have the best opportunity for success.	In collaboration with the District: 1. Monitors federal, state and local agency communications for grant opportunities that align with district and college strategic goals and objectives. 2. Assists in the development of grant applications so they are positioned to have the best opportunity for success. 3. Periodically reports grant writing activity to the Board of Trustees.

	3. Periodically reports grant writing activity to the Board of Trustees. 4. Monitors grant compliance with spending requirements and programmatic goals and objectives. 5. Reviews and submits grant proposals to funding entities. 6. Assists Colleges with grant writing. 7. Receives and maintains Grant Award Notifications (GANs). 8. Establishes grant budget string. 9. Coordinates district wide proposals and/or multi-college proposals. 10. Maintains Grant Tracking system. 11. Draws down grant funds.	4. Monitors grant compliance with spending requirements and programmatic goals and objectives. 5. Write grant proposals. 6. Submits proposals to funding entities. 7. Manages grants in compliance with grant terms, conditions and restrictions (including adherence to spending restrictions, evaluation requirements and submission of periodic reports). 8. Maintains grant file records. 9. Reports on and disseminates results of grant outcomes. 10. Collaborates with sub-awardees and grant partners to complete agreed upon work specified in grant award notifications.

Liabilities

11.   The level of financial resources provides a reasonable expectation of both short-term and long-term financial solvency. When making short-range financial plans, the institution considers its long-range financial priorities to assure financial stability. The institution clearly identifies, plans, and allocates resources for payment of liabilities and future obligations.

12.   The institution plans for and allocates appropriate resources for the payment of liabilities and future obligations, including Other Post-Employment Benefits (OPEB), compensated absences, and other employee related obligations. The actuarial plan to determine Other Post-Employment Benefits (OPEB) is current and prepared as required by appropriate accounting standards.

13.   On an annual basis, the institution assesses and allocates resources for the repayment of any locally incurred debt instruments that can affect the financial condition of the institution.

14.   All financial resources, including short- and long-term debt instruments (such as bonds and Certificates of Participation), auxiliary activities, fund-raising efforts, and grants, are used with integrity in a manner consistent with the intended purpose of the funding source.

15.   The institution monitors and manages student loan default rates, revenue streams, and assets to ensure compliance with federal requirements, including Title IV of the Higher Education Act, and comes into compliance when the federal government identifies deficiencies.

Function	District Office	Colleges

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General Obligation Bond Debt Service	1. Coordinates with the Riverside County Office of Education and the Riverside County Tax Assessors office to calculate and establish the appropriate tax rate to make semi-annual Measure C debt service payments. 2. Prepares Project Commitments Summary and Capital Program Executive Summary reports in connection with monitoring activities associated with the bond. 3. Meets with the Citizens Bond Oversight Committee quarterly.	1. Provides data and information as requested.
Other Post-Employment Benefits Obligation (OPEB)	1. Arranges for calculation of the Governmental Accounting Standards Board 75, OPEB liability by an external actuary. 2. Chairs the OPEB Irrevocable Trust Investment Advisory Committee. 3. Monitors OPEB Irrevocable Trust financial activity and prepares monthly activity reports. 4. Calculates and establishes the OPEB Liability contribution rate to achieve minimum annual contribution established by the Board of Trustees 5. Makes monthly contributions to the CalPERS OPEB Irrevocable Trust. 6. Primary contact and liaison with CalPERS OPEB representatives. 7. Forecasts and plans OPEB expenses and provide adequate resources in annual budget to cover anticipated expenditures.	1. Provides support for the OPEB Irrevocable Trusts Investment Advisory Committee.
Employment Liabilities	1. Monitors and participates in claims handling and litigation related to discrimination, retaliation, Title 5, Title 9, Department Fair Employment and Housing (DFEH), Office for Civil Rights (OCR), Occupational Safety and	1. Supports the Human Resources and Employee Relations and Risk Management departments in the investigation and resolution of employment liability claims.

	Health Administration (OSHA), Fair Labor Standards Act (FLSA), Public Employment Relations Board (PERB) and tort claims by employees, students and members of the public.	
General Liabilities	1. Investigates all reported losses against the District. 2. Determines exposure to liability, cost (expense), value of the loss, and litigation. 3. Manages claims administration and defense counsel to investigate, evaluate, and resolve claims. 4. Develops strategies for the timely resolution of all claims and recommends mitigation strategies to prevent similar losses in the future. 5. Resolves or mitigates liability claims against the District. 6. Provides recommendations related to claims settlement and prepares for presentation to the Board of Trustees.	1. Reports all incidents of loss at the College to the District Risk Management Department. 2. Coordinates loss investigations with District Risk Management Department. 3. Collaborates with District to ensure timely information is provided to claims administration and defense counsel to evaluate and resolve claims. 4. Coordinates with the District for remediation of any conditions or behaviors determined to have contributed to the loss.
Property Liabilities	In collaboration with the Colleges: 1. Investigates all reported losses against the District. 2. Determines exposure to liability, cost (expense) and value of the loss. 3. Manages claims administration to investigate, evaluate, and resolve claims. 4. Develops strategies for the timely resolution of all claims and recommends mitigation strategies to prevent similar losses in the future. 5. Resolves or mitigates liability claims against the District. 6. Provides recommendations related to claims settlement and prepares for presentation to the Board of Trustees.	In collaboration with the District Office: 1. Reports all incidents of loss at the College to the District Risk Management Department. 2. Coordinates loss investigations with District Risk Management Department. 3. Ensure timely information is provided to claims administration to evaluate and resolve claims. 4. Coordinates with the District for remediation of any conditions or behaviors determined to have contributed to the loss. 5. Colleges bear responsibility for property losses up to the deductible limit.
Workers' Compensation	In collaboration with the colleges: 1. Investigates, evaluates, and resolves industrial injury claims.	1. Reports all industrial injuries at the College to the District Risk Management Department. 2. Coordinates loss investigations with District Risk Management Department.

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	2. Coordinates with medical providers for medical treatment for all industrial injuries. 3. Ensures an effective "return to work" program for employees. 4. Monitors reserve practices to ensure compliance with District and statutory standards. 5. Ensures the timely completion of the appropriate triage nurse incident reporting and claim forms via phone when an injury to an employee occurs. 6. Evaluates all workers' compensation claims to determine the exposure to the District. 7. Resolves and mitigates industrial claims against the District. 8. Develops strategies for the timely resolution of all claims and recommends mitigation strategies to prevent similar losses in the future. 9. Resolves or mitigates industrial claims against the District. 10. Provides recommendations related to claims settlement and prepares for presentation to the Board of Trustees.	3. Collaborates with District to ensure timely information is provided to claims administration and defense counsel to evaluate and resolve claims. 4. Coordinates with the District for remediation of any conditions or behaviors determined to have contributed to the loss. 5. Coordinates with the District on the medical treatment for all industrial injuries. 6. In collaboration with the District supports the effective "return to work" program for employees. 7. Ensures timely completion of the required incident reports and applicable forms. 8. Communicates with District Risk Management Department regarding workers' compensation costs and potential litigation.
Police Services	1. Plans, organizes, coordinates, and directs the District Police Services operation. 2. Plans organizes, and supervises the development and maintenance of mid and long-range police and security planning programs. 3. Manages, evaluates, and provides developmental opportunities to police staff. 4. Collects crime statistic data.	1. Coordinates college and security needs with the District Police Services operation. 2. Collaborates with the District on the development and maintenance of mid and long-range police and security planning programs. 3. Provides performance feedback in contribution of the developmental opportunities for police staff. 4. Collaborates with the District on the collection of crime statistic data and all mandatory crime reporting (e.g. Clery).

| | 5. Counsels and advises college personnel regarding facility security, parking regulations and Police Services-related problems and concerns.
6. Assigns officers to each campus for law enforcement-related responsibilities.
7. Coordinates emergency preparedness and response.
8. Provides leadership, training and acts as on-scene commander in crisis situations in order to protect life and property.
9. Facilitates major incidents (bomb threat, gas leak. power outage, protest, etc.).
10. Staffs special events (football, dances, dignitary visits etc.).
11. Provides safety escort services for students and staff.
12. Investigates criminal activity using elements of the alleged crime to prove or disprove allegations.
13. Enforces traffic laws, parking regulations and maintains order.
14. Develops and implements organizational policies, guidelines, and priorities.
15. Ensures District compliance with legislative and legal mandates.
16. Plans, organizes, and participates in the budget planning process, including developing and implementing an expenditure control process.
17. Ensures operating budgets are maintained and managed by the District office to ensure that appropriate service levels are provided to the colleges and district office. | 5. Collaborates with the District regarding facility security, parking regulations and Police Services-related problems and concerns.
6. Coordinates assignment of officers to each campus with the District Police Department for law enforcement-related responsibilities.
7. Coordinates with the District on emergency preparedness and response.
8. Supports the on-scene commander designee in crisis situations in order to protect life and property.
9. Coordinates with the District in the facilitation of major incidents (bomb threat, gas leak. power outage, protest, etc.).
10. Coordinates the staffing of special events (football, dances, dignitary visits etc.) with the District Police Department.
11. Supports the facilitation of escort services for students and staff.
12. Supports and contributes to the investigation of criminal activity with the District Police Department.
13. Collaborates with the District to support the enforcement of traffic laws, parking regulations and maintains order.
14. Collaborates with the District to support the development and implementation of organizational policies, guidelines, and priorities.
15. Ensures College compliance with legislative and legal mandates.
16. Collaborates with the District in the planning, organizing, and implementation of the budget planning |

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Safety & Security Programs	1. Advises and leads efforts to install security systems within district property. 2. Oversees the District's responses to serious incidents/emergencies. 3. Responds to changes in the environment by investigating potential policy changes relating to safety and security. 4. Implements changes to policy related to safety and security. 5. Facilitates, coordinates, and conducts training for all District employees. 6. Reviews and updates all District department policies/procedures. 7. Coordinates the implementation of safety training with the bargaining units. 8. Provides training support for all district safety and police officers. 9. Advises district and site administrators on safety and security concerns, and provides updated information regarding significant incidents. 10. Provides technical expertise to staff and faculty related to safety and security problems. 11. Supports and advises College Safety Committees. 12. Oversees the District Safety Committee and chairs the District Safety and Security Committee. 13. Liaisons with local law enforcement agencies to ensure cooperation and coordination.	process, including the development and implementation of an expenditure control process. 17. Infrastructure budgets are maintained and managed by the colleges. 1. Collaborates with the District on the efforts to install security systems within district and college property. 2. Ensures maintenance and operations of all security systems. 3. Coordinates responses to serious incidents/emergencies. 4. Responds to changes in the environment by evaluating and offering input related to policy changes relating to safety and security. 5. Facilitates, coordinates and conducts training for all College employees. 6. Collaborates with the District on the reviews and updates of all College department policies/procedures. 7. Collaborates with the District related to safety and security concerns, and provides updated information regarding significant incidents. 8. Provides technical expertise to staff and faculty related to safety and security problems. 9. Oversees the College Safety Committees. 10. Liaisons with the District and local law enforcement agencies to ensure cooperation and coordination. 11. Collaborates with the District to investigate OSHA complaints and coordinates remediation. 12. Collaborates with the District on the development, implementation, and maintenance of the illness and injury prevention plan. 13. Collaborates with the District on the provision of healthy and safety training to employees.

	14. Investigates OSHA complaints and coordinates remediation. 15. Completes the annual Occupational Injuries Reporting to the Department of Labor. 16. Participates in OSHA and court ordered conferences.	
ADA Liabilities	1. In coordination with the colleges, identifies ADA deficiencies. 2. In coordination with the colleges, formulates a plan for remediation of the deficiencies. 3. Implements projects designed to remediate deficiencies in coordination with the colleges. 4. Monitors for new ADA deficiencies District-wide. 5. Chairs the Facilities ADA Corrections Team (FACT).	1. Collaborates with the District to identify American s with Disabilities Act (ADA) deficiencies and correct them. 3. In collaboration with the District, formulates a plan for remediation of the deficiencies. 4. Coordinates with the District on the design and implementation of ADA-related projects to remediate deficiencies. 5. Monitors for new ADA deficiencies College-wide. 6. Participates on the Facilities ADA Corrections Team (FACT).
General Obligation Bond Debt Payments	1. Works with the County Treasurer's office to establish property tax assessment rate to ensure that annual general obligation debt services are provided.	

Contractual Agreements

16.   Contractual agreements with external entities are consistent with the mission and goals of the institution, governed by institutional policies, and contain appropriate provisions to maintain the integrity of the institution and the quality of its programs, services, and operations.

Function	District Office	Colleges
Contract Management	1. Maintains contract review and approval process in accordance with District policies and procedures. 2. Coordinates the contract transmittal process. 3. The Accounts Payable department processes invoice payments in compliance with contract terms and conditions.	1. Maintains contract review and approval process in accordance with District policies and procedures. 2. Reviews and approves proposed contracts-submit to District for final approval and processing. 3. Complies with terms and conditions of contracts and agreements.

Standard IV: Leadership and Governance

A. DECISION-MAKING ROLES AND PROCESSES

1.   Institutional leaders create and encourage innovation leading to institutional excellence. They support administrators, faculty, staff, and students, no matter what their official titles, in taking initiative for improving the practices, programs, and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic participative processes are used to assure effective planning and implementation.

2.   The institution establishes and implements policy and procedures authorizing administrator, faculty, and staff participation in decision-making processes. The policy makes provisions for student participation and consideration of student views in those matters in which students have a direct and reasonable interest. Policy specifies the manner in which individuals bring forward ideas and work together on appropriate policy, planning, and special-purpose committees.

3.   Administrators and faculty, through policy and procedures, have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise.

4.   Faculty and academic administrators, through policy and procedures, and through well-defined structures, have responsibility for recommendations about curriculum and student learning programs and services.

5.   Through its system of board and institutional governance, the institution ensures the appropriate consideration of relevant perspectives; decision-making aligned with expertise and responsibility; and timely action on institutional plans, policies, curricular change, and other key considerations.

6.   The processes for decision-making and the resulting decisions are documented and widely communicated across the institution.

7.   Leadership roles and the institution's governance and decision-making policies, procedures, and processes are regularly evaluated to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.

Function	District Office	Colleges
Foster a culture of innovation and excellence.	1. Creates structures whereby innovation is encouraged, particularly through professional development and grants. 2. Offers forums to share best practices. 3. Use data to inform decision-making and to continuously improve.	1. Creates structures whereby innovation is encouraged, particularly through professional development and grants. 2. Offers forums to share best practices. 3. Use data to inform decision-making and to continuously improve.

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Review of policy and procedure.	1. Coordinates and ensures consistency of policy and procedure. 2. Creates district-wide task forces to address issues when needed (e.g., AB 705).	1. Multiple entities initiate, review, and refer to appropriate college bodies.
Clearly delineate shared governance structures, policies, and procedures.	1. Creates structures to have discussions on best practices but unique needs of colleges must be recognized. 2. Ensures alignment with Board of Trustees committee structure.	1. Colleges align to identify best practices but in own unique ways.
Assess, improve, and communicate role delineation, decision-making structures and processes.	1. District Strategic Planning Council assesses and improves role delineation, district-wide committees and councils' alignment, and decision-making structures and processes.	1. The colleges' strategic planning structures allow for assessment and improvement of role delineation and decision-making structures and processes.

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B. CHIEF EXECUTIVE OFFICER

1.   The institutional chief executive officer (CEO) has primary responsibility for the quality of the institution. The CEO provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

2.   The CEO plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. The CEO delegates authority to administrators and others consistent with their responsibilities, as appropriate.

3.   Through established policies and procedures, the CEO guides institutional improvement of the teaching and learning environment by:
   a.   establishing a collegial process that sets values, goals, and priorities;
   b.   ensuring the college sets institutional performance standards for student achievement;
   c.   ensuring that evaluation and planning rely on high quality research and analysis of external and internal conditions;
   d.   ensuring that educational planning is integrated with resource planning and allocation to support student achievement and learning;
   e.   ensuring that the allocation of resources supports and improves learning and achievement; and
   f.   establishing procedures to evaluate overall institutional planning and implementation efforts to achieve the mission of the institution.

4.   The CEO has the primary leadership role for accreditation, ensuring that the institution meets or exceeds Eligibility Requirements, Accreditation Standards, and Commission policies at all times. Faculty, staff, and administrative leaders of the institution also have responsibility for assuring compliance with accreditation requirements.

5.   The CEO assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies, including effective control of budget and expenditures.

6.   The CEO works and communicates effectively with the communities served by the institution.

Function	District Office	Colleges
Organizational Oversight and Delegation of Authority	The Chancellor: 1. Ensures the district's administrative structure is organized and staffed to achieve the mission and strategic planning goals. 2. Delegates authority to administrators and others consistent with their responsibilities, as appropriate.	The College Presidents: 1. Ensures the college's administrative structure is organized and staffed to achieve the mission and strategic planning goals. 2. Delegates authority to administrators and others consistent with their responsibilities, as appropriate.

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	The Chancellor:	The College Presidents:
Assessing Institutional Effectiveness	1. Oversees the district strategic planning process and ensures alignment with college strategic planning processes. 2. Ensures that the district and colleges establish ongoing measures of performance standards and monitors progress, assesses processes and evaluates outcomes. 3. Ensures that the allocation of resources at the district and college level align with institutional efforts to advance student achievement and learning.	1. Oversees the college strategic planning process and supports the district strategic planning priorities. 2. Ensures that the colleges establish ongoing measures of performance standards and monitors progress, assesses processes and evaluates outcomes. 3. Ensures that the allocation of resources at the college align with institutional efforts to advance student achievement and learning.
Accreditation	1. Ensures that the elements of accreditation that involve the district and Board relations are fulfilled. 2. Ensures that the district office fulfills its responsibilities in regards to accreditation. 3. Supports the colleges in their accreditation efforts (providing annual reports, data, etc.).	1. Oversees the college accreditation efforts and ensures broad participation of all constituencies. 2. Ensures structure and resources are available to support accreditation.
Organizational Compliance	1. Assures the implementation of statutes, regulations, and governing board policies and assures that district-wide practices are consistent with district-wide mission and policies, including effective control of budget and expenditures. 2. Oversees development, periodic assessment, and revision of Board policies and procedures to ensure currency. 3. Oversees development, periodic assessment, and revision of district-wide systems, processes, standards, policies and procedures. 4. Assures compliance with bargaining agreements and formation of the district bargaining team.	1. Assures the implementation of statutes, regulations, and governing board policies and assures that college practices are consistent with district-wide policies, including effective control of budget and expenditures. 2. Ensures college participation in development, periodic assessment, and revision of Board policies and procedures to ensure currency. 3. Ensures college participation in development, periodic assessment, and revision of district-wide systems, processes, standards, policies and procedures. 4. Assures compliance with bargaining agreements.

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Community Relations	The Chancellor: 1. Participates in district-wide events to foster positive community relations. 2. Shares responsibility for community relations and engagement with the colleges. 3. Assists the college presidents with communications strategies and participation with community groups. 4. Coordinates with the Board of Trustees to ensure that it is informed about community events (calendar events, sponsor events, lobbying events, advocacy).	The College Presidents: 1. Works and communicates effectively with the communities served by the institution. 2. Participates in district-wide community relations activities. 3. Engages in effective communication strategies and participates with community groups. 4. Oversees the development and implementation of a community engagement plan.
Government Relations	In collaboration with the College Presidents, the Chancellor: 1. Represents district/colleges and their issues to elected and appointed representatives at all levels of Regional, County, State and Federal governments. 2. Develops local, state and federal public policy agendas based on district/college needs. 3. Takes position on policy and legislative matters of interest. 4. Initiates strategic activities; supervises and directs contracted political consultants; and participates in regional and state-wide committees. 5. Consults with colleges and district departments on issues affecting higher education plans and programs, including funding and policy matters. 6. Leads and facilitates the Board of Trustees involvement with ACCT and CCLC, and annual legislative agenda related to visits to Sacramento and Washington D.C.	In collaboration with the Chancellor, the College Presidents: 1. Represents colleges/district and their issues to elected and appointed representatives at all levels of Regional, County, State and Federal governments. 2. Develops local, state and federal public policy agendas. 3. Takes position on policy and legislative matters of interest. 4. Initiates strategic activities; supervises and directs contracted political consultants; and participates in regional and state-wide committees. 5. Consults with colleges and district departments on issues affecting higher education plans and programs, including funding and policy matters. 6. Participates and facilitates in district involvement with ACCT and CCLC, and annual legislative agenda related to visits to Sacramento and Washington D.C.

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Fundraising	In collaboration with the College Presidents, the Chancellor: 1. Oversees development and implementation of comprehensive fundraising programs (such as bond campaigns) to increase financial support for District and College priorities, as identified by the Chancellor and College Presidents. 2. Conducts various activities focused on growing the pipeline of annual, major, and planned gifts for priorities identified by the District/College priorities. 3. Oversees the Foundation.	In collaboration with the Chancellor, the College Presidents: 1. Develops and implements comprehensive fundraising programs (such as bond campaigns) to increase financial support for College and District priorities, as identified by the Chancellor and College Presidents. 2. Conducts various college activities focused on growing the pipeline of annual, major, and planned gifts for College/District priorities.
Communications *(added by P. Cartwright per email dtd 03/08/2019)*	In collaboration with the College Presidents, the Chancellor: 1. Communicates timely and accurate information to the public and stakeholders regarding District issues and initiatives. 2. Oversees District strategic communications to ensure that RCCD communications standards are followed and a communications program is developed and executed. 3. Develops and executes an emergency communications plan as a component of the District Emergency Operations Plan.	In collaboration with the Chancellor, the College Presidents: 1. Develop and implement communications and marketing programs to execute and evaluate communications strategies. 2. Coordinate college-wide messaging and strategies to effectively communicate college programs, services and initiatives internally and externally.

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C. GOVERNING BOARD

1. The institution has a governing board that has authority over and responsibility for policies to assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution.

2. The governing board acts as a collective entity. Once the board reaches a decision, all board members act in support of the decision.

3. The governing board adheres to a clearly defined policy for selecting and evaluating the CEO of the college and/or the district/system.

4. The governing board is an independent, policy-making body that reflects the public interest in the institution's educational quality. It advocates for and defends the institution and protects it from undue influence or political pressure.

5. The governing board establishes policies consistent with the college/district/sys- tem mission to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them. The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity and stability.

6. The institution or the governing board publishes the board bylaws and policies specifying the board's size, duties, responsibilities, structure, and operating procedures.

7. The governing board acts in a manner consistent with its policies and bylaws. The board regularly assesses its policies and bylaws for their effectiveness in fulfilling the college/district/system mission and revises them as necessary.

8. To ensure the institution is accomplishing its goals for student success, the governing board regularly reviews key indicators of student learning and achievement and institutional plans for improving academic quality.

9. The governing board has an ongoing training program for board development, including new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.

10. Board policies and/or bylaws clearly establish a process for board evaluation. The evaluation assesses the board's effectiveness in promoting and sustaining academic quality and institutional effectiveness. The governing board regularly evaluates its practices and performance, including full participation in board training, and makes public the results. The results are used to improve board performance, academic quality, and institutional effectiveness.

11. The governing board upholds a code of ethics and conflict of interest policy, and individual board members adhere to the code. The board has a clearly defined policy for dealing with behavior that violates its code and implements it when necessary. A majority of the board members have no employment, family, ownership, or other personal financial interest in the institution. Board member interests are disclosed and do not interfere with the impartiality of governing body members or outweigh the greater duty to secure and ensure the academic and fiscal integrity of the institution.

12. The governing board delegates full responsibility and authority to the CEO to implement and administer board policies without board interference and holds the CEO accountable for the operation of the district/system or college, respectively.

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13.   The governing board is informed about the Eligibility Requirements, the Accreditation Standards, Commission policies, accreditation processes, and the college's accredited status, and supports through policy the college's efforts to improve and excel. The board participates in evaluation of governing board roles and functions in the accreditation process.

Function	District Office	Colleges
Policy Making	1. Provides information to the Board on issues and concerns affecting the need for policies and procedures. 2. Provides data and analysis on academic quality, enrollment, etc. 3. Researches relevant laws and regulations to inform the development of proposed policies and procedures. 4. Facilitates the process of review and appropriate shared governance participation. 5. Maintains and ensures currency of policies and procedures.	1. Reviews and provides input on recommended policies and procedures.
Board Operations	1. Provides and maintains policies that govern board membership, duties, responsibilities and privileges. 2. Facilitates the Board evaluation process and provide training as needed. 3. Facilitates processes pertaining to Board compliance with ethical standards, conflict of interests, political activities, and related matters. 4. In collaboration with the Colleges, prepares committee and board agenda items for discussion and action at Board of Trustees meetings. 5. In collaboration with the Colleges, facilitates and supports the election and training of the student trustee. 6. Ensures that there is a Board agenda item for the student trustee to report on matters that pertain to student life.	1. In collaboration with the District, prepares committee and board agenda items for discussion and action at Board of Trustees meetings. 2. In coordination with the District, conducts the election to select the student trustee. 3. Ensures that student government provides to the student trustee information concerning their respective campus for reporting to the Board of Trustees.

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Selecting and Evaluating CEO	1. Maintains the policies and procedures pertaining to CEO selection review and evaluation, and delegation of authority. 2. Facilitates and supports the processes pertaining to CEO selection review and evaluation, and delegation of authority.	1. Participates in the selection process.
Accreditation	1. Ensures the Board is informed about current accreditation standards, commission policies, and the accreditation process. 2. Ensures that the Board of Trustees reviews and approves accreditation reports and documents.	1. Provides periodic updates in accordance with accreditation requirements and process (e.g. self-studies, interim reports, etc.).

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D. MULTI-COLLEGE DISTRICTS OR SYSTEMS

     1.   In multi-college districts or systems, the district/system CEO provides leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. Working with the colleges, the district/system CEO establishes clearly defined roles, authority and responsibility between the colleges and the district/system.

     2.   The district/system CEO clearly delineates, documents, and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice. The district/system CEO ensures that the colleges receive effective and adequate district/system provided services to support the colleges in achieving their missions. Where a district/system has responsibility for resources, allocation of resources, and planning, it is evaluated against the Standards, and its performance is reflected in the accredited status of the institution.

     3.   The district/system has a policy for allocation and reallocation of resources that are adequate to support the effective operations and sustainability of the colleges and district/system. The district/system CEO ensures effective control of expenditures.

     4.   The CEO of the district or system delegates full responsibility and authority to the CEOs of the colleges to implement and administer delegated district/system policies without interference and holds college CEO's accountable for the operation of the colleges.

     5.   District/system planning and evaluation are integrated with college planning and evaluation to improve student learning and achievement and institutional effectiveness.

     6.   Communication between colleges and districts/systems ensures effective operations of the colleges and should be timely, accurate, and complete in order for the colleges to make decisions effectively.

     7.   The district/system CEO regularly evaluates district/system and college role delineations, governance and decision-making processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals for student achievement and learning. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.

Function	District Office	Colleges
Establishing, Maintaining and Communicating Institutional Best Practices, and Operational Responsibilities and Functions	The Chancellor: 1. Provides leadership in setting and communicating expectations of educational excellence and integrity throughout the district. 2. Assures support for the effective operation of the colleges.	The Colleges: 1. Coordinates with the Chancellor to create, implement, and assess best practices for attaining educational excellence and integrity. 2. Provides Chancellor with feedback regarding college operation in order to make modifications that ensure optimal performance.

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	3. Works with the colleges to establish clearly defined roles, authority and responsibility between the colleges and the district office.	3. Works with the Chancellor to determine roles
Delineates District office functions, roles and responsibilities; Adequately supports the operation of the colleges.	1. The Chancellor works with representatives from the colleges and the district office to create appropriate strategic plans that clearly define and differentiate the functions of the district office from those of the colleges, and emphasizes the former's focus on coordination, regulation, representation and fundraising. 2. The Chancellor, informed by the district strategic plan, ensures that the colleges receive effective and adequate services from the district office in order to assist the colleges in achieving their missions. 3. The Chancellor ensures that the district formulates a district strategic plan that aligns the district office and the three colleges in order to ensure alignment between the elements within the district and to optimize the allocation of resources, being cognizant that its performance is reflected in the accredited status of the institution.	The Colleges: 1. Under the guidance of the Chancellor, work to formulate, implement and assess the district strategic planning documents and create, implement and assess college-based strategic planning document that align with the district. 2. Document college educational master plan and facility master plan goals. 3. Communicates services expected by the district in support of college activities, programs, and goals.
Resource Allocation *Group to update College section.	1. The Chancellor ensures that policies and procedures clearly define the roles of administrators and faculty to fully participate in the development of principles and practices for resource allocation. 2. The Chancellor ensures adherence to established policies and procedures for resource allocation. 3. The Chancellor ensures that the organizational structure for participatory governance supports the involvement of administrators and faculty in the planning and development of the annual budget and resource allocation decisions (District Enrollment Management	1. College resource allocation is driven by the college planning processes.

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	Committee, Information Technology Strategic Council, District Budget Advisory Council, District Safety and Security Committee, District Strategic Planning Committee, Chancellor's Cabinet, Resources Committee Of the Board). 4. The Chancellor ensures that policies and procedures support student achievement, learning and improvement through the Integration and linkage of educational planning objectives to resource allocation.	
Delegation of authority to College CEO	1. Board Policy 2430 delineates the delegation of authority to the Chancellor and Presidents. 2. The Board of Trustees delegates to the Chancellor the executive responsibility for administering the policies adopted by the Board and executing all decisions of the Board of Trustees requiring administrative action.	1. Authority flows from the Board of Trustees through the Chancellor to the College Presidents. 2. Each College President is responsible for carrying out the district policies. 3. Each College President's administrative organization shall be the established authority on campus. 4. The College President is the final authority at the college level.
Planning	The District Office collaborates with the Colleges: 1. To develop, implement and monitor a district strategic plan that aligns the district office and college plans in terms of strategic goals, which include student learning and achievement and institutional effectiveness. 2. Establishes and maintains an office of institutional research that provides data for the district strategic planning council.	The Colleges collaborate with the District office: 1. To develop, implement and monitor college strategic plan that aligns the district office and district strategic plans in terms of strategic goals. 2. Establishes and maintains an office of institutional effectiveness that provides data for the college strategic planning bodies.

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Institutional Effectiveness	1. The Colleges and the District Office share the responsibility for Strategic Planning. 2. Each of the college's Strategic Plans informs the District Office's Strategic Plan. 3. The District Office provides the framework for and ensures the communication of planning across the three colleges as well as within the District Office administrative functions. This includes coordinating cross-college meetings and committees. .	1. The colleges and the District Office share the responsibility for Strategic Planning. 2. Each college must develop its own Strategic Plan, but coordination with the other colleges and with the District is important. 3. Each College's Strategic Plan should inform the District's plan.
Communication	1. The District Office communicates timely and accurate information through a variety of means: e-mail messages, newsletters, presentations, sharing at meetings, reports to the Board of Trustees, etc. An important mechanism for sharing information among the three colleges and District Office is through the Council/Committee processes (e.g., District Strategic Planning Council, District Academic 2. Senate, District Curriculum Committee, Chancellor's Cabinet). 3. The Chancellor's Forums held monthly at each college provide for timely and accurate information exchange.	1. The Colleges communicate timely and accurate information through a variety of means: e-mail messages, newsletters, presentations, sharing at meetings, reports to the Board of Trustees, etc. 1. The Council and Committee structures allow for sharing of timely and accurate information among the three colleges and the District Office.