RANCHO SANTIAGO
COMMUNITY COLLEGE DISTRICT
Santa Ana College • Santiago Canyon College

RSCCD Functions/Mapping of Responsibilities

May 2007

Function 1: Instructional Programs			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Program/course development	Board of Trustees has final approval of all new program/course curriculums. The District provides supporting research necessary to develop new programs such as labor market analysis~~,~~ and demographics of the community. They also provide analysis of program/course productivity and monitor~~,~~ in partnership with the college, resources available for new programs. Contract Education is a primary responsibility of the District.	Program/course development is the primary focus and responsibility of the college and faculty therein. All new programs/courses must follow the college curriculum approval process via the College Curriculum Council that reports to the Academic Senate. New vocational programs also go through a regional approval process. The college CIO and Vice President of Continuing Education oversee all curriculum processes and report to the president.	The process for planning the development of programs between the two colleges is improving. The expansion of new programs at both colleges is severely limited due to facility constraints. However, through efforts to pass local bond initiatives and through partnerships with business and industry (for off campus programs) we are aggressively working to build instructional capacity.
Course scheduling	The District has responsibility to negotiate the instructional calendar with the faculty union. Those negotiations ultimately impact the scheduling process for the majority of classes.	The colleges are accountable for developing a schedule of classes that reflect the needs of most students. It is the responsibility of the college CIO, vice presidents, and the deans to develop a schedule of classes that meets the FTES goals of the college/district in a productive and efficient manner.	It is imperative that an enrollment management model be adopted for both colleges to include an analysis of room utilization. This would assist the colleges and the District to better project FTES production.
Program review	The Assistant Vice Chancellor of Educational Services provides assistance to the college in the development of a program review model. The district research division provides research data that is necessary for any program review. This data includes a productivity measure, course/program student success data, student demographics, and department faculty full-time to part-time ratio.	The colleges, primarily through each Curriculum Council and Academic Senate, develop the program review model. The program review model and the review model process are reviewed on a cyclical basis for its effectiveness. Each program is reviewed every three years. The results of program review lead to appropriate changes within the program to improve student learning outcomes.	The program review process must connect to the overall college planning and resource allocation. At Santiago Canyon College (SCC) program review is part of the Educational Master Plan.

RSCCD Functions/Mapping of Responsibilities

Function 2: Student Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Admissions	• Contribute enrollment information for the comprehensive enrollment management reports.	• Ensure compliance with relevant sections of the Education Code and Title 5. • Ensure application and student enrollment data is complete, correct, determine residency, and enforce CAP status, MIS Data Element accuracy. • Each college has a comprehensive A&R department which provides: 1. Year-round application, registration, and enrollment services to current and prospective students. 2. Course roster services for all academic programs. 3. A multifaceted enrollment system for semester-long, short-term, and hourly courses as well as specialized support for specialized academic programs. 4. Functional parameters for enrollment services processing and infrastructure monitoring in partnership with ITS. 5. Oversee implementation of state and local academic policies as appropriate.	• Implementation of a SIS system will be critical to ensuring functional capacity in admissions, records, and financial aid.
Records	• Review legal sufficiency of subpoenas and judicial orders for student records.	• Manage all student records, evaluations of transcript grades, petitions and waivers, including imaging and storage. • Oversee and/or process grade changes, A & G petitions, probation and dismissals. • Process all student transcript requests. • Produce temporary, permanent, grade, and enrollment verification rosters for all course offerings. • Manage and maintain faculty records, rosters, attendance and grade reporting which includes imaging and storage. • Maintain an integrated student records database resulting in the creation of one transcript that displays courses at both colleges. • Advertise, monitor, and educate students, faculty, and staff regarding FERPA directory information. • Review record retention policies and schedules annually. • Work collaboratively with ITS to: 1. Continually review and update web site pages. 2. Analyze enrollment reports and the state 320 report. 3. Review attendance collection, weekly, daily and positive. 4. Regularly review all related ITS reports and programs. 5. Continually review and update ITS programs related to registration: prerequisite checks, course repetition checks, testing, and class	• Implementation of a SIS system will be critical to ensuring functional capacity in admissions, records, and financial aid.

Function 2: Student Services			
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		waiver checks. • Maintain auditable admissions, attendance, and transcript files. • Transcript and record keeping services for all affiliated enrollment (online as appropriate). • Develop and update electronic and paper versions of key A&R forms. • Manage all archival educational records and back up documents. • Oversee scanning, imaging, and organization of academic records. • Evaluate academic records for degree and certificate completion • Issue diplomas and certificate of completion. • Evaluate and certify students' eligibility for VA Benefits	
Financial Aid	• Accounting - Completes a portion of the FISAP and MIS reports, manages program accounts, mails disbursements, performs monthly reconciliation with IFAS, invoices and recovers overpayments and over-awards to students, balances monthly expenditures with Student Placement, manages the Perkins portfolio and handles fraud and forgery issues. • ITS - Generates checks for disbursements, runs numerous financial aid reports, and provides technical support in creating new required types of reports and interfaces with the mainframe on Datatel and PowerFaids.	• Counsel and educate both students and parents in the application process and the completion of required documents. • Conduct classroom presentations for in-reach purposes. • Create and update all financial aid forms and documents. • Create student files and perform computer work for processing. • Process Financial Aid applications and corrections, performing needed analysis to derive an EFC. • Perform verifications and analyze tax returns. • Clear discrepancies; edit checks, data matches and NSLDS. • Monitor and evaluate Satisfactory Academic Progress and conduct Appeal Committee meetings. • Implement state and federal assistance programs, including Cal Grant, Pell Grant programs, FSEOG, FWS, Perkins Loans, Subsidized Stafford Loans, Unsubsidized Stafford Loans, Parent Loans, Chafee Grants, EOPS Grants and Book Vouchers, CARE Grants, Scholarships, Board of Governor's Fee Waivers, Americorp Awards, and Emergency Book Loans. • Complete a portion of the FISAP report for submission to the Department of Education. • Process all BOGW's. • Conduct loan workshops and exit counseling for student loans. Process FFELP loans through lenders and guarantee agencies, prepare loan checks for disbursement and reconcile at appropriate intervals. • Calculate and process Title IV refunds and over-award repayments. • Use professional judgment for special circumstances and dependency overrides. • Reconcile Federal Work Study earnings for year-end reporting. • Conduct internal staff training, especially with ITS and the Accounting department for data and financial reporting, keeping abreast of changing federal and state regulations, create new policies and procedures as processes change, and attend conferences, training and workshops to	• In April of 2005 Santiago Canyon College received its first title IV Code as an independent Financial Aid Office. • Initiated an implementation plan including developing policies and procedures, applying for participation in the State Cal Grant programs, successful system implementation of PowerFaids software for Financial Aid processing, transitioning in 2006/2007 to processing aid under a new participation agreement for SCC. • Expand BFAP-funded financial aid programs and services in collaboration with college leaders and departments to increase the number of students who benefit. • During 2007/2008 migrating to the new conversion of PowerFAIDS and at the same time embarking on the new integrated system Datatel. Implementation of Datatel is scheduled to be on board for the processing 2008/2009 award year. • Coordinate with ITS for interfaces with the mainframe and Datatel, creating new reports, and computer reports that generate certain financial aid functions on specific dates for program compliance. • Support the PowerFaids for 2007-08 year and Datatel system, create reports, install all parameters, install all updates.

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		maintain professional currency as appropriate. • Participate in the decision making of the expenditures of the BFAP Administrative Allowance, the purchase of equipment, marketing items, advertisement and organizing financial aid events and the BFAP year-end report. • Coordinate processes and conduct in-services with Accounting, Student Business Office, Cashiers Office, Admissions, Bookstore, Student Activities, Academic Counselors, Faculty, EOPS, Placement, Outreach, Scholarships, and the Computer Center. • Retrieve FAFSA applicants from the Central Processor, notify students with required documents and transmit corrections to electronic ISIR records. • Manage the Web Grant system for Cal Grants B and C. • Use the main computer system to order all student disbursement checks. • Create the Disbursement Schedule, Award Policy, Student Budget, SAP policy and maintain the Policy and Procedure Manual. • Manage the program funds associated with the awarding of financial aid. Complete the FISAP, COD, MIS reports and reconciles all funds. Coordinate the enrollment file, SSCR, Clearing House and GPA verification transmittal with ITS. • Create parameters for the Return to Title IV software system. • Maintain all required financial aid records associated with program reviews and audits, including MIS reports (which are developed in conjunction with ITS), and enrollment and graduation reports (for submission to the FA Clearinghouse). • Coordinate and educate staff and administrators about changes in regulations. • Prepare and submit periodic reports to public agencies. • Coordinate financial aid outreach and awareness programs community-wide and in coordination with internal and external agencies and departments.	
Health Services	• Monitor TB testing requirements for faculty and staff. • Provide training and competency testing for Automatic External Defibrillator (AED). • Receive and review student, visitor and staff injury reports. • Serve as members of RSCCD Safety Committee.	Provide a wide range of ambulatory care services for students including: 1. Health care services to all eligible students. 2. Immunizations, TB testing, blood testing. 3. Physician appointments. 4. Ovulatory control, emergency contraception. 5. Low cost medications and prescriptions. 6. Co-sponsors campus-wide health events such as blood drives, alcohol prevention. 7. Emergency response on campus including integrated AED program. 8. Psychological services including crisis intervention.	• Conduct routine classroom marketing visits by health center staff members to increase visibility and awareness of campus' services. • Provide seizure management training for any faculty or department requiring clinical support information. • Coordinate with Psychological Services and Student Activities in the development of "brown bag" lunch panels discussing diet, nutrition and

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		9. Educational programs to promote wellness. 10. Medical and psych referral services. 11. Staff and faculty first aid, TB testing and influenza vaccinations. 12. Clinical sites for nursing students and medical assistant programs. 13. Post-doctoral internship for Psych Services. 14. Referral to external providers in the greater Santa Ana area. 15. Support services for employees as appropriate. 16. Co-sponsors campus wide health events such as blood drives.	self-image. • Explore formulation of Health Services Advisory Committee with input from Student Services/Student Government for Health Center activities/projects/services.
Community Services	• Provide employee processing and payroll services for community services instructors. • Provide information on economic development programs to community services for inclusion in program materials.	• Provide a fee-based, self-supporting, not-for-credit program of educational and recreational class offerings designed to complement the college's credit and non-credit course offerings curriculums at both Santa Ana College (SAC) and SCC. • Produce three annual class schedules published and mailed to geographically identified services areas. • Develop program offerings designed to have broad-based appeal to college service area constituencies as well as respond to emerging participant markets in our communities. • Foster partnerships with college faculty and staff to maximize course offerings and expanded instructional opportunities. • Maintain close coordination between sister college programs. • Develop plan for on-going assessment of community needs at both colleges service area. • Serve as a marketing tool for entry into college credit and non-credit programs.	• Develop online surveys/evaluations to assess instruction effectiveness. • Develop marketing reports analyzing student statistics to include enrollment count by zip code residence. • Attend training/seminars providing educational trends and marketing strategies. • Hire full time Senior Account Clerk at SAC when program can support position. • Develop new identity for program (name, motto/logo). • Increase program offerings and enrollment by 5%. • Minimize operating expenses by marketing to target areas with high participation percentages, locate competitive vendors to print program brochures and limit brochure distribution to 100,000. • Expand advisory committee with broad-base community representation. • Evaluate class offerings and promote class instruction specifically to the Latino and Vietnamese communities. • Increase program revenue by 5%.
Student Life and Leadership	• Evaluate liability exposures for activities and issue certificates of insurance as required.	• Coordinate programs and events for diverse students. • Collaborate with campus community to implement leadership programs focusing in intellectual and psychosocial development. • Develop student leadership opportunities through workshops and conference attendance. • Facilitate an environment where students can participate in the life of the campus and make recommendations to improve college student experience. • Provide advisory role to members of the student governing council.	• Identify funding to create new programming and activities to promote intercultural understanding and multicultural awareness. • Develop a needs assessment tool that will provide us of evidence of how SAC students want to be involved with campus life. • Identify and secure funding to expand student leadership programs. • Continue working to create an Experiential

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		• Provide advisory role to the programming board. • Provide advisory role to student clubs and organizations through the Inter-Club council. • Provide advisory role in the maintenance of ASB yearly budget. • Assist and advise with ASB's/ASG's yearly elections of officers within the governing council. • Promote district wide efforts to encourage voter registration. • Provide training and resources for student club advisors.	Learning Center that includes service learning and internship opportunities.

Function 3: Human Resources			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Hiring	• Advertise/recruit positions. • Maintain applicant tracking system. • Review minimum qualifications/equivalency determinations. • Review selection committee membership. • Conduct prescreening process to include testing, completeness of application, and review diversity of the pool of applicants. • Orient screening committee. • Train EEO monitors. • Review committees' screening criteria and interview questions. • Schedule interviews. • Communicate status of candidacy to applicants. • Make employment offers and determine salary placement • Process applicant for employment. • Enter new employee into HR system and submit to payroll for salary processing. • Place new hire on board docket for Board approval. • Conduct new employee orientation.	• Submit personnel requisition to initiate hiring. • Formulate selection committee in accordance with hiring procedures. • Establish selection criteria/interview questions. • Conduct paper screening. • Conduct interviews. • Recommend finalist. • Conduct reference checks. • Conduct final interview. • Select candidate. • Submit status change to human resources to hire.	• Enhance on-line application system. • Enhance HR website. • Expand screening committee orientation. • Implement new HRIS.
Employee Group/Union Contracts	• Conduct negotiations on successor agreements or re-openers with individual unions. • Sunshine district proposal • Administer union contracts	• Administer union contracts in accordance with the agreements.	
Risk Management	• Oversee the District's workers' compensation program. Liaison between insurance provider/district/employee. • Administer property/liability insurance program. • Administer claims filed against the District. • Review and interpret legal contracts related to district operations. • Provide, review and analyze certificates of insurance for district functions and outside vendors. • Accept, review, and coordinate response to subpoenas for records. • Monitor incident reports to insure district safety issues are addressed and corrected if needed. • Co-chair the Safety Committee, working with various departments. • Monitor driving records of any employee and/or student who drives on behalf of the District. • Handle replacement of lost or stolen district-owned items.	• Responsible for evaluating, reviewing and updating the Student Insurance Plan. • Employee ergonomic evaluations are conducted on an as-needed basis. Recommendations and/or purchase of equipment are arranged. • Liaison between the vendors and the District for the continuation of removal of asbestos from SAC. • Evaluate, design, and advise various departments on implementation of guidelines on appropriate student conduct and field trips safety that strategically limit district liability.	• Provides a vendor listing of vendors for emergency services.

Function 3: Human Resources			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Benefits	• Accept, process and maintain all employee documentation pertaining to employee and retiree health and welfare benefits. • Conduct new hire orientations. • Provide educational programs pertaining to retirement, health, and financial assistance. • Liaison between employees, broker, and insurance carrier regarding insurance related problems. • Coordinate Joint Benefits Committee meetings.	• Encourages staff to attend benefit enrollment meetings • Refers questions regarding benefits to the appropriate district staff.	• Train all employees to access benefit information through the District's intranet. • Responsible for maintaining and providing statistical reports to MediCare D prescription subsidy reimbursement program. • With the implementation of Datatel, responsible for developing, maintaining and monitoring the District's health and welfare benefits program.

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Auxiliary Services **a. Bookstores**	• Initiate capital projects and building improvements to enhance and expand existing facilities in response to the expanding needs of the District.	• Provide the necessary educational tools to serve and benefit the students, faculty and staff at all college locations including textbooks, course supplies and office supplies. • Initiate and coordinate with faculty and other personnel the acquisition of textbooks, supplies and special related material required for instructional programs. • Conduct opening and closing buy back of used books at least three times per year and expand to off-campus sites and locations. • Purchase supplies and emblematic clothing and soft goods to meet the needs of all students and the college community. • Order announcements and graduation attire for all graduates, faculty and staff participating in commencement. • Maintain accounting records for special student programs including EOPS book grants, Department of Rehabilitation vouchers, scholarships, Veterans Administration and other student support programs established by the Associated Student Government. • Plan/operate convenience store and continue to expand express services to other college sites and centers. • Develop and place vending machines in remote locations to provide school supplies and testing supplies	
Auxiliary Services **b. Food Services**	• Contract management of campus dining and catering services, vending services (beverage and snack), catering truck operations and general support services to the District Office, colleges, sites, centers and child development centers.	• Provide a food service delivery system to meet college needs for students, faculty and staff including catering for district and college sponsored meetings, events, activities and programs and special services to accommodate community and student sponsored events. • Receive suggestions, complaints, and problems from students and staff and either resolve them or forward them to the appropriate party for resolution.	
Auxiliary Services **c. Cashier's Offices**	• Develop internal controls and fraud prevention systems for cashiering locations. • Install surveillance cameras and panic buttons.	• Collect fees and process refunds for registration fees, parking, health, student ID, material fees, non-resident tuition and enrollment fees. • Photo imaging and fee collection for staff and student identification (ASB ID and staff ID). This includes continuing education sites and centers. • Accounts receivable and billing for student tuition and scholarships including: Veterans, Roadway, Military, Department of Rehabilitation, Journalism, EOPS, JTPA, GAIN, AQMD. Deferred tuition payments, and auditing and billing for	

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
		non-resident tuition and fees. • Direct office phone and counter support for inquiries related to registration, including administrative holds and billings. • Returned check collection for all district funds (Clearing, Bookstore, Community Education, and Diversified Funds). • Facilitate peak registration fee collection, staffing and setup.	
Contracts	• Review and revise contracts, leases, license agreements and other legal documents to ensure that they conform to district standards, protect the District, and accomplish the purposes of the District. • Coordinate with the Risk Manager and the Director of Purchasing to ensure timely and comprehensive handling of contractual matters. • Implement the contracts approval process so that it will provide for the efficient and effective control of contracts. • Provide technical assistance to all levels of management with regard to contract form, contract process, and the necessity for outside legal counsel. • Conduct training sessions for college and district employees with regard to contract policy and procedures. • Maintain the central repository of contracts for all district operations, colleges and offsite educational operations. • Determine the need for legal advice on contract issues. Serve as liaison between the District and outside legal counsel on contractual issues. • Monitor schedule of all college documents, such as leases, agreements, contracts, memoranda of understanding, and amendments to ensure meeting the deadline for Board of Trustees meetings. • Maintain at the District Office appropriate case files and records for contracts from the District, colleges and offsite educational operations.	• Provide specifications required by the college that should be included in the contract. • Assess the product or service provided to determine if it is in compliance with the requirements specified in the contract.	
Foundations	• Conduct programs and activities that support the District's economic development programs.	• Provide comprehensive program of educational philanthropy for the college and provide staff support to a volunteer board of directors. • Implements fundraising activities that serve as revenue generating opportunities for specific college needs including: scholarships, capital campaigns, college endowments, annual giving opportunities, special events, planned gifts, corporate contributions, outreach to special targeted groups, and development of community centered fund-raising opportunities. • Monitor the foundation's investment portfolio, gift receipting and	

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
		tracking process, donor recognition programs, and compliance with state and federal audit regulations.	
Facilities Planning and District Support Services	• Oversee and coordinate the planning of all major capital outlay projects within the District including implementation of the District's Measure "E" local Bond. • Develop and submit the District's Five Year Construction Plan pursuant to State Education Code. • Provide facility planning expertise to colleges, as requested. • Coordinate the screening and hiring recommendations for architects, engineers, space planners, and environmental consultants. • Provide technical assistance and support for the planning and development of all facility projects within the District. • Keep abreast and up to date on major facility planning issues and provide input to constituent groups regarding development of facilities to meet the long term needs of students and modern educational delivery systems. • Act as liaison in the planning and development of facilities with various state and local governmental agencies having responsibility for planning, construction, regulatory compliance, and environmental review. • Develop and update architectural standards for facility development. • Negotiate and review all leases of property and facilities. • Coordinate the construction and implementation of major construction and renovation projects. • Do long-range planning to maximize efficient use of facilities for all district sites. • Maintain and manage all documentation relating to district facilities. This includes keeping blueprints and construction documents organized and available for use; transition to an automation system of CADD drawings; and setting standards for work performed by future architects and engineers. • Maintain, manage and continue to upgrade the building automation systems as funding and technology becomes available. Systems shall be designed and installed to provide support while maximizing efficient use of energy. • Make application as needed and maintain all operational permits required by state, local or national codes or regulations.	• Work collaboratively with departments and divisions to recommend the hiring of project architects and to assist architectural teams in the planning and development of specific project plans. • Serve as district liaison on college committees dealing with facility planning and development. • Facilitate input, revisions, and updates of the college's Facility Master Plan. • Provide technical expertise to faculty, staff, and administration in the planning of facilities to meet the educational needs of the community. • Develop a college facilities master plan based on the requirements specified in the educational master plan. • The Administrative Services Department serves as the liaison between college divisions and departments and the district staff in the development and implementation of major facilities projects. • Review the facilities inventory and submits changes to the district staff.	

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
	• Define need, develop scope of work and provide a budget for all state-funded Scheduled Maintenance and Hazardous Materials projects as well as locally-funded Facility Modification projects. • Develop and update building and construction specifications, as well as establish and monitor facility standards for new construction and remodel projects. • Provide technical assistance to the District on matters that relate to building maintenance, grounds or custodial service. • Work collaboratively with departments and divisions to recommend the hiring of project architects and to assist architectural teams in the planning and development of specific project plans. • Serve as district liaison on college committees dealing with facility planning and development. • Facilitate input, revisions, and updates of the college's Facility Master Plan. • Provide technical expertise to faculty, staff, and administration in the planning of facilities to meet the educational needs of the community.		
Facilities Maintenance	(See also Facility Planning and district Support Services) Coordinates facility operation for the District Office including custodial services, grounds, building maintenance, and miscellaneous service contract providers.	• Each college has on-going and direct responsibility for maintenance and operation of its facilities. District personnel provides only technical expertise or assistance on an as-needed basis. • Responsible for the issuance of all building, furniture, and equipment keys and maintaining an inventory of all keys distributed.	
Grounds		• Responsible for all repair and maintenance of college landscaping in addition to athletic fields. This includes all plants, trees, irrigation systems, parking lots, walkways and roadways within the college.	
Budget	• Devise the annual budget assumptions for review and discussion with the Budget Allocation & Planning Review Committee. Ensure that the recommended assumptions are taken to the Board of Trustees for approval. • Establish the revenue budgets and fixed cost expenditure budgets. Provide campuses with their discretionary allocations. • Serve as a liaison with the District Enrollment Management Committee in determining Full-Time Equivalent Students (FTES) targets. • Prepare and coordinate information for the Budget Allocation &	• Allocate college discretionary funds to departments, disciplines and programs. • Produce monthly financial report comparing actual expenditures to budget. • Consolidate and submit annual college budget request to the District. • Initiate any requirements for new accounts or changes in allocations to accounts that do not affect the overall college discretionary fund.	• Implement position control, monitoring and management within Datatel.

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
	Planning Review Committee. • Coordinate budget preparation and augmentations with the Resource Development department for categorical programs. • Coordinate budget preparation and funds availability with the Facilities department for the bonds and capital outlay budgets. • Revise the budget throughout the year as needed. • Prepare the Tentative and Adopted Budget books and present them to the Board of Trustees. • Produce monthly revenue and expenditure year-to-date projection reports. • Produce monthly financial budget comparison reports. • Prepare forecasts and cost estimations for collective bargaining purposes. • Monitor and provide backfill for classified vacancies when requested. • Comply with external reporting requirements.		
Fiscal Services	• Act as a resource to campus and district personnel for any fiscal issues. • Prepare quarterly financial and investment reports for submission to the Board of Trustees. • Monitor cash balances to assure liquidity and diversify funds for better market yield when appropriate. • Prepare monthly cash flow statements for the General Fund. • Ensure all financial reports are completed accurately and filed timely. • Serve as the co-chair of the District Enrollment Reporting Committee. Provide financial information and forecasts as necessary. • Monitor arbitrage calculations for bond proceeds. • Provide for bi-annual actuarial studies on workers' compensation, property and liability, and retiree benefits obligations. • Prepare and submit annual continuing disclosure documents for bond issuances. • Prepare monthly bond expenditures and percentage of completion reports. • Act as a liaison on the Board Facilities Committee. • Prepare and coordinate information for the Bond Oversight Committee. • Ensure all district accounts and funds undergo an annual independent audit. Follow-up and resolve any related audit issues.	• Responsible for informing the District when a service or product has been received from a vendor and that it meets requirements. This contributes to the timeliness of payment to the vendor. • Accountable for the timeliness of expenditures so that products and services are received the same fiscal year they are booked.	• Implement new Datatel software system.

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
	• Present the audit reports to the Board Fiscal & Audit Review Committee. • Monitor federal, state, and local law changes and revise our practices and procedures as necessary to comply with the applicable provisions. • Prepare financial reports and forecasts as requested. • Maintain the Fiscal Services section of the District's website.		
Accounting	• Serve as resource to all district employees regarding accounting issues. • Develop manuals and provide training to end-users on the accounting system. • Interact with program directors, federal, state and local program agencies and external auditors on compliance and audit issues. • Prepare internal reports for the Board of Trustees and other district users. • Prepare quarterly and annual financial reports for submission to the State System Office and Orange County Department of Education. • Prepare Comprehensive Annual Financial Report as required by and in accordance with the Governmental Accounting Standards Board and generally accepted accounting principles. • Perform reconciliation procedures for district activities with the Orange County Department of Education and all district bank accounts. • Maintain Chart of Accounts, general ledger, subsidiary ledgers and special journals. • Receive and allocate district revenues from local, state and federal sources. • Process budgets, verify and monitor expenditures to ensure compliance with all regulations. • Prepare categorical program financial reports. • Prepare and submit the Miscellaneous Income Tax forms (1099). • Provide capital asset summary and support schedules based on established capitalization and depreciation policies in conformity with generally accepted accounting principles. Assure the capital asset subsidiary ledger is in agreement with the general ledger control accounts. • Receive and record collections from students and employees. • Process financial aid transcripts. • Manage and collect Perkins Loan funds and grant over-awards. • Disburse student financial aid payments.	• Maintain student financial aid records. • Responsible for ensuring product or service rendered by an outside party is received and in working order before authorizing payment.	• Implement new Datatel software system.

Function 4: Fiscal & Administrative Services			
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	• Maintain student financial aid subsidiary ledgers. • Provide support, bookkeeping services and financial reporting to the District Foundation. • Keep updated and adapt to changes in accounting regulations.		
Payroll	• Serve as a resource to all district employees regarding payroll issues. • Collect, prepare and process timely and accurate payroll, payroll taxes and retirement information for all district employees, including retroactive payments, contract changes, and corrections. • Analyze Human Resources, Risk Management and other source documents to ensure proper payments, taxation and withholding to employees. • Maintain records of employee voluntary deductions and remittances. • Balance and process accruals and usage of all leave types (sick, vacation, etc.) verifying compliance with education code requirements and union agreements. • Assure payroll compliance with federal and state regulations and district policies and procedures. • Audit, reconcile and file annual, quarterly, and monthly reports to federal and state agencies including, W-2 forms, W-2C forms, 1099 forms, 941 forms, DE43 forms, etc. • Process and reconcile employee insurance benefit payments for full-time employees, domestic partners, retirees and COBRA. • Participate in new hire orientation workshops. • Partner and oversee third party administration for 403B and 457 plans. • Assist departments with calculating budget cost of new positions. • Keep updated and adapt to changes in accounting, tax and retirement law regulations. • Prepare and update the Payroll Procedures Manual. • Prepare and provide necessary schedules, documentation and files to internal/external auditors.	• Prepare time sheets for all hourly staff, including student assistants, utilized by the college and submit them to district Payroll for processing.	• Implement new Datatel software system. Process set-up and parallel payroll cycles interfacing with the Orange County Department of Education.
Accounts Payable	• Process for payment the general obligations of the District in accordance with current state and federal laws, education code, district policies and procedures and audit practices. • Ensure the accuracy, completeness and appropriateness of payments made to outside vendors for goods and services and to staff for expense reimbursements.	• Notifies district Accounting that the product or service has satisfactorily been received and that payment for that product or service can be made.	• Implement new Datatel software system.

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
	• Process payments to students for grants, tuition refunds, stipends and other reimbursements. • Disseminate, explain and interpret district, state and federal regulations related to accounts payable functions. Implement new district policies and procedures resulting from new legislation. • Maintain effective relationships with vendors through timely and accurate payment and respond to inquiries. • Monitor timing of payments in order to take discounts, maintain satisfactory credit ratings and avoid or minimize interest expense and penalties due to late payments. • Establish and maintain vendor records and archiving of files in accordance with county, local and state requirements and IRS regulations. • Prepare and provide necessary schedules, documentation and files to internal/external auditors. • Maintain effective relationships with the Orange County Department of Education personnel and departments. • Coordinate accounts payable activities with the Purchasing Department. • Prepare, remit, reconcile and file reports to federal and state agencies including 1042, 1042-S and DE542.		
Program Management - Datatel	• Assess current processes, procedures and reporting needs including process mapping. • Establish and set-up system codes and parameters. • Develop screen and record level security classes for various roles and assign employees to appropriate roles. • Determine approvers and alternates for all departments and assign users to appropriate departments and approvers. • Develop new chart of accounts, including account components, subcomponents and account strings. • Work with Information Technology Services (ITS) to develop procedures to add new users into the system with appropriate security classes. • Determine reporting needs and develop reports to accommodate end-users and external reporting requirements. • Coordinate with other areas (human resources and student module teams) to get the most out of the integrated system. • Determine customization, third party software and other needs in addition to the standard Datatel system. • Coordinate schedules and communications between teams, ITS,	• Assess current processes, procedures and reporting needs including process mapping. • Establish and set-up system codes and parameters. • Develop screen and record level security classes for various roles and assign employees to appropriate roles. • Determine approvers and alternates for all departments and assign users to appropriate departments and approvers. • Work with Information Technology Services (ITS) to develop procedures to add new users into the system with appropriate security classes. • Determine reporting needs and develop reports to accommodate end-users and external reporting requirements including all state reporting. • Coordinate with other areas (human resources and fiscal module teams) to get the most out of the integrated system. • Coordinate implementation of customizations, third party software and other needs in addition to the standard Datatel system. • Coordinate schedules and communications between teams, ITS,	• Implement Datatel financial software going live July 1, 2007

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
	consultants and end-users. • Design new documents, including requisitions, purchase orders and checks to comply with user, bank and county requirements. • Lead team meetings and provide administrative support. • Facilitate training and consulting sessions. • Document team implementation issues, alternatives, decisions and reasons for decisions. • Manage all implementation sub-projects including vendor conversion, fixed asset conversion, county account translation and vendor tax ID search. • Test system including various scenarios, module to module and live simulation testing. Identify and resolve problems that arise. • Provide ongoing support to users. • Train end-users in the new financial system, including purchase requisition, general ledger/budget, approvals and introduction and navigation training. • Develop training manuals and desk reference guides.	consultants and end-users. • Design new documents including transcripts and applications to comply with state and district requirements. • Lead team meetings and provide administrative support. • Facilitate training and consulting sessions. • Document team implementation issues, alternatives, decisions and reasons for decisions. • Manage all implementation sub-projects including conversion of legacy data, determining and testing file transfers to/from the Datatel system (CCCApply, Financial Aid, etc.), and creating documentation. • Test system including various scenarios, module to module and live simulation testing. Identify and resolve problems that arise. • Provide ongoing support to users. • Train end-users in the new student systems including faculties use of WebAdvisor. • Develop training manuals and desk reference guides	
Enrollment Management	• Work closely with campus personnel to identify external influences impacting enrollment and elicit strategies for enrollment growth. • Prepare and obtain certification for the apportionment attendance reports (CCFS-320) and the apprenticeship attendance reports (CCFS-323). • Develop analysis, historical performance trends, and projections compared to the annual targets. • Assure that the methods of collecting attendance and reporting comply with the education code, regulations, advisories and related publications. • Oversee the adequacy of record retention to support the audit trail. • Improve the system's data extraction reports and efficiency in reporting information. • Oversee the system conversion for attendance gathering. • Coordinate completion and submission of the Lifetime Learning Credit and Hope Scholarship forms (1098-T). • Present and discuss Full-Time Equivalent Students (FTES) projections and trends to the District Enrollment Management Committee. • Prepare documents and reports as required or requested by State agencies or district personnel working in collaboration with campus personnel.	• Identify needed revisions to the college projections and collaborate on the suggested changes. • Provide guidance relative to new and revised education code sections and regulations; assure adequacy of record retention. • Coordinate the college portions of streamlining reporting and reducing the labor content; collaborate on system conversion related to attendance.	• Datatel implementation of attendance collection and reporting.

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
	• PAGR uses data to modify PR and advertising strategies to support enrollment growth and student retention.		
ITS - Academic Support	• Provide site-licensed operating system and business application software supported by Application systems • Provide technical expertise of hardware/software specifications to college that not only meet district standards but also instructional requirements • Provide technical searches, demonstrations, developments and solutions • Provide reliable and effective-cost network infrastructure to end-users (students and faculty) • Develop system and maintain instructional inventory of hardware and software this is a college function • Develop effective system in deploying, maintaining and monitoring classroom equipments and software this is a college function • Provide technical assistance to faculty, staff, and students on an as-needed basis ITS provides some IT hardware replacement parts such as hard disk drives	• College has responsibility for training its faculty on using the equipment and software • College is responsible in purchasing/upgrading instructional software and equipment for faculty • College is responsible in funding technical training(s) for district technician(s) on unique instructional software/hardware • Provide internship program under ITS • Provide technical assistance to faculty, staff, and students on an as-needed basis • Work closely with Media Systems department to support classrooms • Procure and maintain academic servers • Assist faculty and staff with all ITS needs with academic support acts as liaison between ITS and college staff • College is responsible for purchasing miscellaneous IT supplies such as toner cartridges for hardware	• Re-assign or deploy technical staff to credit & non-credit sites • Provide training and re-train technical staff • Coordinate cascading and phasing out equipments • Coordinate and maintain Student Email System • Develop and maintain Student Information/Warning System • Enhance internship program with student assistants • Standardize on one attendance collection system
ITS - Application Systems	• Integrated Enterprise Resource System (Datatel) • Third Party Vendor functionality and integration into ERP • State MIS Reporting • District Research data warehouse • Foundation System • Internal Web Services/intranet/portal • Dot Com Web Services	• College/Department specific reporting • Web Services	• Currently replacing legacy system with Datatel and third party applications
ITS - Data Center Operations	• Application Server Farm • Data Storage Farm • Data Processing Operations	• Academic Forms • Student Services Forms • HR Forms • Fiscal Forms	
ITS - Network Administration	• Procure and maintain Administrative Servers (Windows and Unix) • Design, implement and maintain Network and infrastructure equipment • Develop mechanisms to manage network growth and internet bandwidth usage • Develop mechanisms for safe and reliable network, e.g. firewalls,	• College Help Desk receives all college related technology problems. Academic Support reassigns or works with the ITS network team to resolve the issue. • Identifies network issues and collaborates with network administration for resolutions. (Examples are network switches, infrastructure cable, wireless access, Blackboard, bandwidth,	• Develop centralized budgeting plan with scheduled replacement of equipment

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
	antivirus, intrusion systems • Responsible for backups of enterprise and departmental systems • Telecommunications system	and phone matters) • Identify technology expansion requirements with college staff. Relate needs to the ITS network administration to determine solutions. • Maintain communication with district ITS staff to meet the needs of the colleges related to new buildings, staffing issues and vendor support.	
Internal Auditor	Internal audit functions are part of the internal control structure of the District. This function provides independent review, assessment and constructive feedback regarding operations throughout the District. The expertise of the internal auditor provides the District with a back up to various fiscal functions including accounting research, budget analysis, bond issuance accounting and managerial functions as necessary. The main functions of the internal auditor include: • Evaluate the adequacy of the internal control structures of the District. • Assess compliance with written policies and procedures. • Investigate reported occurrences of waste and fraud, and recommend controls to prevent or detect them. • Conduct audits, reviews and examinations of activities and transactions throughout the District. • Assist management in evaluating district financial activity. • Assist in internal investigations by documenting, compiling, analyzing and maintaining custody of evidence. • Review systems established to ensure compliance with policies, plans, procedures, laws and regulations which could have a significant impact on operations. • Review the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information. • Review the means of safeguarding assets and, as appropriate, verify the existence of such assets. • Review and appraise the economy and efficiency with which resources are employed. • Review operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.	• Review current operations to determine if they are in compliance with board policy and administrative regulations. • Working with the District, implement all corrective action recommended by an internal or external audit.	`

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Purchasing	• Assure compliance with federal, state, district rules and regulations. • Execute procurement of all merchandise and services required by the District, in accordance with the appropriate government regulations and board policy. • Manage competitive quotation or bid process, and use cooperative purchasing when feasible. • Prepare, evaluate, analyze and recommend awards of bids for service contracts, equipment and supplies. • Maintain contractor insurance and bonding certificates. • Maintain database and control for service contracts, independent contractors/consultants, leases and rental of property and facilities. • Execute service contracts, and manage services for maintenance agreements which are centralized. (Copiers, hardware/software maintenance, elevators, parking lot sweeping, landscape, etc.) • Provide training for the online requisitioning system and maintain training manuals. • Maintain the Record Retention & Destruction Board Policy.	Prepares purchase requisitions identifying the specific product or service required and forwards them district Purchasing to prepare purchase orders.	
Warehouse & Inventory Control	• Ensure shipments of received supplies and equipment are correct, undamaged and delivered to departments and sites. • Make arrangements for the return of items to vendors. • Follow-up on non-delivery or late delivery of orders. • Deliver surplus property from surplus storage site to requestor. • Maintain moveable equipment inventory (fixed assets), upgrades or equipment, deletions and transfer of equipment. • Prepare inventory reports and reconcile inventory. • Tag all inventoriable equipment. • Coordinate public auction of surplus property and make arrangements for disposal of remaining items. • Maintain district records and when requested, coordinate the delivery and return of record to Schick Storage facility.	• Maintains a nominal amount for furniture and equipment which is intended for re-use at the college. Identifies other surplus furniture and equipment to be sent to the district Warehouse. • When a need for furniture or equipment surfaces, contacts the district Warehouse to determine if the item is available.	
Mailroom	• Provide mail services to all sites. • Prepare mail for delivery to post office. • Sort incoming U.S. mail and distribute to departments and sites. • Sort packages from U.S. post office, UPS, Fed Ex, etc. • Send and receive fax correspondence. • Maintain department and faculty mailboxes.	• Each college and continuing education center has their own mailroom where U.S. mail, outside deliveries and intra-district mail is received and sorted. • Each college and continuing education center also prepares mail and packages for pick up by the district mail service, delivery companies and the U.S. Postal Service.	

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Safety & Security	• Monitor scheduling of district Safety Officers to ensure adequate and appropriate security coverage exists at all sites and for special events • Spearheaded state-of-the-art security surveillance systems in strategic locations within district property and various campus locations. • Coordinate response to serious incidents and emergencies • Respond to changes in the environment at and around our facilities by recommending policy changes relating to safety and security • Facilitate, coordinate and conduct training activities for district safety staff • Conduct safety and security surveys • Review and update department policies and procedures • Provide training support for district safety officers at all sites • Maintain accurate crime statistics and ensure they are reported to the District and college communities and to the federal Department of Education • Advise district and site administrators on safety and security concerns, and provide updated information regarding significant incidents • Provide technical expertise to administration, staff, faculty regarding possible solutions to safety and security problems • Participate in shared governance discussions at colleges, sites, and centers • Perform payroll and purchasing recordkeeping functions for district safety and security department • Support and advise College Safety Committees and College Emergency Preparedness committees • Liaison with local law enforcement agencies to ensure cooperation and coordination with department • PAGR communicates, shapes and directs internal and external communication during times of crisis.	• Monitor crime reports and direct increased patrol activities to those areas where crime occurs. • Conduct crime prevention and awareness programs, including alert bulletins, awareness presentations to staff and student groups, safety posters, and email reminders. • Work with Administrative Services staff and Maintenance and Operations Department to identify and correct safety hazards. • Monitor fire and life safety alarm systems, and intrusion alarms systems to ensure proper functioning and to ensure timely response to activated alarms. • Respond to criminal incidents and other emergencies rapidly and appropriately. • Maintain accurate documents about incidents and daily activities. • Maintain effective Lost and Found Property procedures. • Work closely with other departments in handling student disciplinary problems. • Patrol campuses effectively to deter crime and to be available to provide assistance, information and safety and security related services to students, staff and guests. • Enforce parking regulations and direct traffic on campus. • Provide security coverage for special events. • Working with the Administrative Services Department, prepare and maintain an emergency preparedness plan for each site. • Conduct emergency drills	• Improve each district safety officer's knowledge of emergency procedures by conducting more frequent training, including weekly/periodic shift change briefing sessions
Environmental Safety & Emergency Services	• Develops, implements, and maintains procedures, guidelines and/or training programs to ensure federal and state compliance in the following: Environmental Health, Occupational Safety, Emergency Preparedness, Hazardous Materials Management, Hazardous Waste Management, Laboratory Safety, and other programs necessary to ensure a safe and healthful environment for faculty, staff, students,	Performs, and coordinates district-wide facilities inspection programs to ensure that hazards are identified and corrected. Serves as the District's liaison with CAL/OSHA and other regulatory compliance inspectors and participates in their inspections of the campuses.	

Function 4: Fiscal & Administrative Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
	and visitors. • Develop web-based communication systems for dissemination of environmental health, safety and emergency preparedness information *PAGR supports this function by shaping and disseminating information to employees regarding emergency preparedness and related safety issues. • Serves as the District Office recycling coordinator	Provides training and technical expertise to faculty, staff, and administration in areas of safety, and environmental health, and emergency services.	
College Advancement		• Responsible for the overall development and maintenance of programs that generate community goodwill and financial support for the college. • Develop and monitor college fundraising activities in close collaboration with college foundation. • Direct college alumni activities and serve as community liaison. • Develop and oversee student-centered programs and events that generate revenue for college and student needs • Solicit and disburse funds for scholarships and other program needs.	
Transportation	• Review driving records and maintain vehicle inventory for insurance purposes.	• Responsible for maintaining vehicles assigned to the college. This would include passenger vehicles, trucks, vans, and all utility carts. Administrative Services is also responsible for the assignment of owned or leased vehicles as well as arranging for all rental vehicles including those used for athletic teams and class field trips.	
Facilities Usage	• Review liability exposures for users of district facilities and assist uninsured users with obtaining insurance coverage.	• Handles all requests from external groups who request usage of college facilities.	

Function 5: Educational Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Policies	• Oversee and coordinate revision and development of new board policies and administrative regulations with appropriate staff. • Provide liaison to Chancellor's Cabinet and Board Policies Committee for BPs and ARs. • Provide liaison with CCLC policy subscription service, using their service for consultation and updated legal news. • Responsible for finalizing BP and AR text. • Maintain BP and AR manuals on Intranet. • Communicate BP and AR changes and updates to faculty and staff. • Prepare board docket items related to new or revised BPs. • Answer questions regarding RSCCD BPs and ARs.	• Provide advice and input relative to new and revised BPs and ARs, as requested. • Identify needed revisions, as appropriate. • Ensure faculty and staff awareness of BPs and ARs. • Ensure compliance with BPs and ARs.	
Planning	• Facilitate annual review and revision of Board vision and goals. • Facilitate implementation of RSCCD "Plan to Plan". • Provide external and internal environmental scanning information for planning. • Implement special plans, as requested. • Provide planning expertise to colleges, as requested.	• Implement college portions of RSCCD "Plan to Plan" model, i.e., use Board vision and goals to inform and update college plans and goals. • Provide feedback to Chancellor and Board regarding progress towards goals and review of Board vision and goals. • Maintain college master plans and other plans, implement college plans, and evaluate college planning process and progress towards goals.	
Resource Development/Grants	• Provide research, coordination, writing and editorial support for planning and development of grant proposals. • Submit grant proposals to funding agencies. • Develop line-item expenditure budgets. • Take budgets, grant-related contracts, and subcontract agreements to docket. • Provide timely grant-related information to relevant departments and individuals. • Provide Grant Development and Management Handbooks on the Intranet. • Provide ongoing grant management ~~technical~~ assistance to grant-funded project staff.	• Define college approval process for seeking grant funding. • Obtain college leadership approval for submission of grant proposals. • Plan and develop grant proposals. • Implement and manage most grant-funded projects, including budgets. • Responsible for completing forms, including status change forms, budget change forms, transfer of expenditure forms, purchase requisitions, load sheets, and payroll sheets. • Complete non-financial progress and final reports required by funding agency. • Responsible for compliance of project activities with funding agency. • Cooperate with Resource Development and Accounting department staff to ensure proper execution of grant project. • Share responsibility between college and District for	

Function 5: Educational Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
		liaison with funding agencies.	
Economic and Workforce Development	• Provide customized training, testing and assessment services for business and industry on a fee basis. • Maintain close liaison with district credit and non-credit sites as well as with community colleges statewide. • Manage the EWD Workplace Learning Resource Center services with community college economic development programs both within and outside of the District. • Develop and enhance training programs designed to serve local workforce needs. • Identify and expand new and developing markets. • Create partnerships. • Responsible for the operations/program, resource development, and promotion of the Workplace Learning Resource Center and the ACT Center. • Strategic planning and system building for workforce development. • Serve as a resource for district and statewide community college system for training needs. • Deliver economic development services by contract. • Provide no-cost business consulting and low-cost training for existing small businesses and future entrepreneurs. • Conduct job market studies for potential, new and ongoing vocational programs. • Develop labor market surveys for occupational programs. • Manage district VTEA contract. • PAGR provides support to key events with publicity and strategic counsel. Examples include the annual Feria Para Empresarios event, the SBDC, IWE and the programs of the California-Mexico Trade Center.	• Coordinate career education and workforce development programs and services. • Represent college on district, local, regional and state workforce committees. • Develop and implement strategies for achieving college goals and objectives related to career/occupational/workforce education. • Plan and develop new certificate and degree programs. • Provide leadership for marketing and outreach for high schools, special populations and community. • Collaborate with college departments to plan, develop and implement programs and partnerships with business and industry. • Plan, develop and maintain the college's compliance with appropriate state and federal regulations and policies related to workforce development programs. • Research and prepare a variety of regular and special reports related to career education and workforce development programs. • Provide leadership and supervision for the articulation program with K-12/ROP. • Develop instructional contracts with business and industry. • Create working partnerships. • Review and revise as necessary existing programs to meet industry needs; work with Technical Advisory Committees. • Seek out new training program and expansion opportunities for economic development to meet industry needs. • Market and promote opportunities for job training to community, high schools and special populations.	

Function 5: Educational Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Research	• Conduct and coordinate institutional research function for colleges and district. • Complete some government mandated reporting (such as IPEDS, SRTK). • Coordinate, monitor and report state performance measures (ARCC, VTEA). • Design, conduct, and publish "regular" statistical studies (such as enrollment trends, graduates and persistence reports) to assist in RSCCD's policy and program planning and development. • Design, conduct, and publish "special" studies to meet departmental, institutional, community, and state/federally-mandated requirements. • Coordinate, assist, guide, and/or support faculty, staff and other individuals conducting research activities. • Coordinate college and district data collection requests from outside agencies. • Validate assessment test course placement instruments used at the colleges. • Respond to research needs in support of departmental activities and grant proposals. • Administer surveys to students, staff and community members. • Develop and maintain outside data sources (NSC, OCLBC, CalPass). • Maintain online data query tools for staff. • Collaborates with PAGR on surveys for employees as part of the PAGR employee relations program. • Collaborates with PAGR on other surveys and research efforts to support the District's communication program.	• Identify and request research, as needed. • Provide input for the annual research agenda and prioritize research needs of the college. • Conduct routine research to support college program needs, such as program monitoring. • Assist in data gathering for research, as needed. • Review report drafts, disseminate research findings, and use research results appropriately in planning and decision making. • Use "research protocol" for requesting permission to conduct research for non-college-specific purposes.	
Child Development Services & Centers	• Provide oversight for operation of CDC's at all district sites. • Monitor regulations for operation of centers. • Monitor enrollments in relation to contract awards for state, federal and local funding. • Maintain all records and reporting requirements – personnel, financial, grant, state and federal. • Facilitate outreach/marketing plan for all centers. • Collaborate with other divisions/departments. • Supervise all staff (management, certificated, classified) at all centers.	• Refer students for service at the centers. • Coordinate services for special classes of students such as CalWORKS. • Provide maintenance for physical environment. • Facilitate integration between Centers and the Human Development Instructional Departments.	• Expansion of services to meet the needs of the student population. • Building renovations and/or new buildings.

Function 5: Educational Services			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Digital Media Center (DMC)	• Incubate digital media companies that demonstrate the potential for high growth and the creation of livable-wage jobs. • Conduct needs assessments and provide services to help businesses achieve their goals. • Augment and enhance services through relationships and partnerships with other service providers • Monitor businesses to assure that agreed upon milestones are met and resources are used prudently and cost-effectively • Work with incubator companies and affiliate clients to establish their operations in the surrounding area. • Schedule and coordinate facilities maintenance and operations services. • Manage the facility. Schedule and coordinate facilities maintenance and operations services. • Oversee DMC advisory group that assists in advocating the program and identifying qualified candidates for incubation. • Schedule and reserve incubator facilities. • PAGR advises the DMC leadership on marketing, advertising, PR, branding and key events. • PAGR promotes and publicizes the DMC to the media and key constituency groups.	• Promote the economic development/job creation mission of the DMC by developing and participating in collaborative, integrated programs within the DMC, that prepare students for employment. • Promote and supervise college instructional programs that foster digital media in the region. • Provide student services for students attending instructional programs at the DMC. • Participate in the collaborative environment among faculty, staff, students, businesses and clients of the DMC. • Purchase and maintain instructional equipment. • Schedule and reserve two instructional conference rooms, three classrooms, and TV/video studio spaces.	• Fully develop and implement the business incubator program, including a program for affiliate incubator clients. • Complete build-out of facility and equipment acquisition and operation throughout the building. • Enhance collaborative programs that contribute towards the economic development/jobs creation mission of the DMC

Function 6: Governance			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Board of Trustees	Establish structure and create policies related to governance.		Review existing governance structure and existing policies related to governance.
Academic Senates	Provide input directly to the Board on professional and academic matters.	• Academic Senate Presidents attend all Board meetings. • Serve as representatives on all college and district governance committees. • Recommend to the Board annual approval of the college curriculum to include new, revised and/or deleted programs and courses. • Maintain a relationship directly with the Board of Trustees per AB1725.	
ASB/ASG	Provide input to the Chancellor and Board of Trustees on student matters as they pertain to governance.	• Coordinate programs and events for a diverse student body. • Institute variety of programming for students focusing on social, intellectual, and emotional development. • Provide advisory assistance to student clubs via the ASB/ASG Inter-Club Council (ICC). • Coordinate student body president and vice-president elections each spring and Senator elections each fall. • Work directly with the ASB/ASG President as he/she selects the Executive Cabinet. • Provide an environment where students can make recommendations to improve the college student experience. • Coordinate the interview process for the selection of the Student Trustee. • Edit ASB/ASG publications to ensure appropriateness of language and content. • Oversees the allocated budget. • Empower students to be proactive regarding student concerns and causes. • Develop student leadership opportunities through conferences and workshops. • Ensure adherence to high ethical standards. • Provide resources for club advisors to effectively oversee the campus organizations. • Participate in various campus wide committees through shared governance.	• Currently working on revising constitution and bylaws. • Seeking to improve fundraising opportunities. • Will be soliciting program proposal (with possible funding allocation) from student clubs and other campus entities. • Seeking more collaborative partnerships with other areas of the campus.

Function 7: Graphic Communications, Publications, Public Relations and Marketing			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
Community Relations • Enhance, monitor and manage community relationships primarily with external constituents.	• The District shares responsibility for community relations with the colleges. • It creates and maintains programs that build goodwill for the organization and improve the quality of life within the service district, as well as with communities of common interest. These include: the community advisors program, speakers' bureau, participation in community events, voter education and registration efforts, publication of a newsletter with college collaboration, participation on community improvement committees, and the production of an annual report. • The college District participates in capacity-building initiatives that increase the residents' ability to benefit from college programs.	• The colleges facilitate communications with neighbors and neighborhood associations, seeking their counsel, as well as sharing plans that affect that locality. • Public Information Officers (PIOs) at the colleges represent the college to the community, providing them with timely information about matters of local interest and significance. • The PIOs write and edit newsletters about the colleges that are mailed to adjacent households, foundation members and alumni. • The PIOs support the college presidents with communications strategies and participation with neighborhood/homeowners association meetings and other appropriate community groups, gathering insights into current issues affecting the colleges and their operations. • The PIOs support college leaders with public relations strategies and speech-writing; and plan, write collateral for and support the coordination of special events - directed toward internal and external audiences. • College community also shares key information with the PIO to support a strong community relations program.	• With the growth of the colleges, greater communications support is needed due to expanded responsibilities of the communications staff. A communications assistant should be added to each campus to sustain quality service. • With this growing volume of work, which includes the Chancellor's Ball, ground breakings, grand openings and foundation-related events, the District should consider creating a position within Public Affairs and Governmental Relations (PAGR) to support the coordination of events and marketing efforts. • An additional Administrative Clerk is needed at the District Office to support scheduling, planning and executing events throughout the District, as well as to orchestrate large-scale mailings & maintain the database.
Employee Communications • Provide opportunities and tools that facilitate two-way communication amongst employees, administrators and faculty. • By engaging employees, build employees' understanding of the colleges and istrict's internal "brand" that manifests itself in the programs and services delivered to the community and students.	• In concert with the colleges, the district PAGR staff helps facilitate dialogue amongst all employees about workplace issues and trends. • The PAGR staff coordinates luncheons with the Chancellor—small group, informal gatherings held at sites throughout the District. • PAGR produces the *Rancho View* newsletter, which promotes communication and understanding amongst employees district-wide. • PAGR leads internal communication strategy development for particular issues/events that incorporate tactics, including employee surveys, employee forums, and Eblasts. • PAGR frames internal communications efforts about potentially negative or controversial issues/events to ensure that key stakeholders are well informed.	• The PIOs take the lead on facilitating intra-college communication, especially on single-college or single-site issues. • PIOs produce employee newsletters that are distributed within each college, updating employees on key events and initiatives specific to the college. • The PIOs support employee-focused special events using print and electronic channels. • The PIOs frame college-specific internal communications efforts about potentially negative or controversial issues/events to ensure that key stakeholders are well informed. • The PIOs provide the college president and top-level campus cabinet leaders with strategies relating to internal communications. • The college community provides information about staff recognitions and achievements to the PIOs for employee communications tools and PR activities.	• At least one Communications Specialist is needed at the District Office within the next two years to support the development of the Intranet and to support PAGR with the development of employee communications tools. This position will also support marketing and special event execution. • In concert with the college PIOs and Human Resources (HR), PAGR will plan and implement a communications effectiveness study to evaluate effectiveness of current communications strategies and tactics and to determine future employee communications needs. • With the support of the electronic media specialist and Information Technology Services (ITS), a plan will be developed and implemented to tap the Intranet's potential as an employee communications tool.

Function 7: Graphic Communications, Publications, Public Relations and Marketing			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
• By creating a sense of community, goodwill is created among employees in support of RSCCD's mission.			• The employee communications function can work in concert with the colleges and sites to develop and implement Team Rancho—an employee volunteer committee to grow goodwill across the District through community events and volunteer activities. • The employee communications function can develop and support communications skills among supervisors and managers. • The employee communications function can plan and implement key communicator contacts on each campus and at each site to harness the power of the grapevine to move key messages and key initiatives. • The employee communications function can work in concert with HR to develop and implement annual employee longevity recognition events. • Employee communications should support the All Staff annual events by serving on the Advisory Committee, providing counsel regarding employee communication, training, etc.
Governmental Relations • Advises the Chancellor, the Board of Trustees, and campus leaders about public policy agendas and legislative issues. • Serves as the liaison to elected officials at all levels of government. • Monitors and advocates for legislation at a state and federal level to optimize services to students and the community, and to	• The District leads this functional area, representing the colleges and their issues to elected and appointed representatives at all levels of government. • With counsel from the Board of Trustees, the Chancellor and Cabinet, the public affairs Executive Director develops state and federal public policy agendas. • Researches the legislative impact of specific bills on students, programs and services. • Serves as the District's chief liaison to elected officials and their staff, meeting with them annually and sustaining lines of communication to ensure our collective voice is considered and heard in decision making at local, state, and federal levels. • Initiates strategic activities, supervises and directs contracted political consultants, and participates in legislative committees of county and state Chambers of Commerce, the Orange County Legislative Task	• College employees provide information about the impact of specific legislation on students, programs, and services to support the District's advocacy efforts. • College leaders, employees and students may also be asked to accompany the Executive Director, Board members and/or Chancellor on key legislative visits and/or to participate in the annual legislative advocacy trips to Sacramento and Washington, D.C. • College leaders also share information, gleaned from key meetings and industry associations, about current and pending legislation to support the construction of public policy agendas for the District. • Campus public information units work closely with the executive director to ensure that governmental relations support campus-level Public Relations (PR) activities, events, etc.	• Expand the District's network of advocates to include individuals and organizations that share a common cause. • Invest in a database/advocacy communications system to systematically manage and grow all current and future relationships. Ensure this new relationship management program complements the Datatel implementation. • Ensure that governmental relations is fully integrated into all relevant PR and community relations activities. • Sustain contracted support for legislative bill tracking, and state and federal advocacy work.

Function 7: Graphic Communications, Publications, Public Relations and Marketing			
Function	**District**	**College (including Continuing Education)**	**Comments/Future Plans**
safeguard and/or advance the interests of the college district.	Force, and the Orange County Business Council. • Arranges for elected officials to recognize stellar students, staff, programs and achievements.		
Graphic Communications • Communicate college and district values in print and electronic media. • Support brand identities and graphic standards of excellence.	• District graphic communications team designs for print and electronic media in consultation with the public affairs communicators and publications team. • Organizes and prioritizes projects, including those intended for instructional, informational, public relations and marketing purposes. • Projects are allocated among graphic designers and desktop publishers based upon initiating source, project familiarity, scheduling availability, and practitioners' specialized expertise.	• Graphic designers and desktop publishers are assigned to each college primarily to support college-initiated communications. • They work with college employees, PIOs and other communications professionals within PAGR to produce of a wide range of projects and applications. • Each supports selected district-initiated requests. • Particular effort is made to keep the college brand identities strong and maintain high standards of visual design in print and electronic media.	• Graphic Standards manuals will be created and widely disseminated to provide all staff with an understanding of the college identity program and design protocols. • Designers and desktop publishers will increase their role in the coordination between print and electronic projects bringing added value to the district and college websites.
Marketing • Sustain enrollment, sustain the visibility of the colleges and college district brands, and support enrollment growth through a variety of internal and external marketing efforts.	• Marketing responsibilities are a collaboration between the communications professionals within PAGR, the college president designees and other departments. • PAGR leads the District's Marketing Committee. • The Marketing Committee's efforts focus on advertising messages and medium selection, employing well structured ads and promotional tools that advance the visibility of college programs and services. • PAGR communications professionals, located at the District Operations Center, support marketing assistance requests from District Operations Units.	• Public Affairs and graphic design professionals manage requests for marketing assistance originating with college-located managers. • The PIOs at the colleges identify marketing needs in consultation with departmental managers, ascertain budgets, develop appropriate messages and mediums, and then coordinate collateral production and advertisement placements. • All such efforts are designed to sustain and increase college program enrollments or stimulate sales of specific services.	• At least one full-time Communications Specialist is at the District Office to support the PIOs with advertisement development and advertisement buys. • This position would lead district-wide enrollment growth initiatives, providing enhanced coordination between district and college departments with components of the discipline, from research through outreach. • This position would develop marketing collateral in collaboration with college departments and the PAGR communications professionals. • This position would also support the marketing needs of the continuing education centers, currently lacking sufficient support and oversight. • Datatel implementation may bring opportunities to communicate with constituents through targeted marketing.
Media Relations • Seek third-party credibility by working directly with persons responsible for the editorial (news and features), public service and	• As outlined in AR 1000, the PAGR communicators at the District Office take a leadership role in recommending and implementing the most appropriate strategies, tactics and channels for the release of newsworthy information having district-wide implications or impacting both colleges. • PAGR communicators advise and support campus PIOs and the communications units enable the	• As outlined in AR 1000, the college PIOs take a leadership role in determining the most appropriate strategies, tactics and channels for the release of newsworthy information by the colleges. • The college PIOs initiate coverage about college-oriented programs, services and events. • The college PIOs serve as secondary media spokespersons for the campus; primary spokespersons include the president	• The Director of Communications and Internal Affairs and the Executive Director will plan and coordinate media training workshops for senior administrators, Management Council and key program coordinators who may serve as media spokespersons. • At least one additional Communications Specialist is needed in the District Office to

Function 7: Graphic Communications, Publications, Public Relations and Marketing			
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sponsored programming products of mass media in all mediums—print and electronic. • Take a leadership role in shaping crisis communications plans and strategies to ensure that critical messages are delivered in a timely manner to the community in times of crisis.	colleges to seek and seize all available media opportunities to advance the visibility of stellar programs, staff and students. • The PAGR communicators assess how to position the District in national, regional or local media coverage by analyzing current trends, events, and news and crafting media pitches that maximize positive exposure for the institution(s) and program(s). • The PAGR communicators at the District Office manage media relations for administrative appointments, events, economic development programs, fiscal operations or Board actions, including bond measure-related matters. • The PAGR Executive Director, Director of Communications and Internal Affairs, and Director of Community Relations and External Affairs serve as secondary media spokespersons for the District; primary spokespersons include the Chancellor and other designated district spokespersons. • The PAGR communicators at the District Office are constantly seeking significant stories of potential media interest. • The PAGR communicators at the District Office are readily available to provide counsel in media relations matters. • As outlined in AR 1000, employees who receive media inquiries directly are requested to refer callers to PAGR and asked to notify PAGR regarding the call. • On an ongoing basis, the PAGR communicators help prepare district spokespersons for media interviews. • The PAGR staff tracks, evaluates and quantifies the impact of the District and colleges' collective media relations activities. • During crises, PAGR communicators serve as spokespersons, prepare the chancellor, Board and college presidents, and establish and direct the media center. PAGR communicators shape, communicate, direct and control internal and external communication to sustain open lines of communication during crises.	and other designated spokespersons on the campus. • The college PIOs support the college presidents and other top leaders in preparation for media interviews. • The college PIOs take a leadership role in creating and directing media relations strategies to position the colleges in the most favorable light. • The college PIOs actively solicit story ideas from the college community. • The college PIOs collaborate with the PAGR communicators at the District Office on stories and issues that involve both colleges. • The college PIOs interface with the Director of Communications and Internal Affairs and the Director of Community Relations and External Affairs on possible media strategies for college-related stories. • As outlined in AR 1000, employees who receive media inquiries directly are requested to refer callers to the college PIO or to the PAGR staff at the District Operations Center.	provide additional support for employee communications, media relations and marketing.

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Publications • Provide print bindery and photocopy materials to support instructional, marketing, public relations and other organizational communications goals. • Consult with employees on publications provided by outside vendors.	• The district Publications Department provides reprographic and offset products for administrative operations, public relations and marketing purposes. • Employees throughout the District are encouraged to submit reprographic job requests electronically using the web submission system.	• The Publications Department provides reprographic and offset print products to the colleges for academic, administrative operations, public relations and marketing purposes. • Faculty and staff are encouraged to submit reprographic jobs through the Web submission system. • College copy centers provide attended and self-service quick copy service. Printing or copy services requiring large quantities or special features (e.g., binding, special paper, etc.) are forwarded to district Publications. • College copy centers serve as a distribution point for district publications jobs. • College copy centers train faculty and staff on Web submission. • Provide attended and self-service quick copy service. Printing or copy services requiring large quantities or special features, e.g., binding, special paper, etc. are forwarded to district Publications. • Serve as the distribution point for district publications jobs	• Publications will be able to meet district print needs in the future with the implementation of a full charge-back system for services. • A full-time clerical position is needed to maintain accurate records and billing. • Staff will expand training to make Web submission pervasive behavior throughout the organization, thus lowering the District's copying expenses. • As digital color print technology becomes more affordable in the future, publications will seek to replace offset equipment with digital presses. • Publications will partner with IT to assume a more prominent role in the archival, categorization and dissemination of knowledge acting as an electronic document generating hub. The products produced by publications all contain content which, when applied in context, becomes knowledge. This knowledge–-existing in some form of electronic media–-can be archived, tagged, classified, disseminated and made accessible to chosen personnel via an electronic agent such as a Web portal.
Sports Information • By communicating about the colleges' athletic programs through external channels, including media outlets, websites and publications, the positive image of the colleges is increased within the community attracting more students and encouraging greater community support. • By communicating about the colleges'	• The campus PIO and Director of Community Relations and External Affairs interfaces with the college's Athletic Director and division Dean to ensure that college needs are being met and to forecast any anticipated future needs. • The Director of Community Relations and External Affairs is available to provide counsel on the best practices for athletic publications and events on an as-needed basis.	• The Sports Information Coordinators manage the media relations for intercollegiate athletic teams, college golf tournaments, Hall of Fame events, and all athletic-related events and recognitions. • The college PIOs supervise the Sports Information Coordinators on each campus to ensure that sports information is fully integrated into the campus' and District's communications plans. • At Santa Ana College, the Sports Information Coordinator manages the content of the athletic website and provides maintenance for the site to ensure its pages are kept current. • At Santiago Canyon College, the Sports Information Coordinator provides content for the athletic website. • The Sports Information Coordinators at both colleges plan, write and manage the production of publications, including athletic schedule cards, media guides and brochures. • The Sports Information Coordinators provide statistical record-keeping at home athletic events and select away	• The SCC Sports Information Coordinator, currently a 60% position, will be migrated to 100% with the additional hours available to provide needed support for the SAC sports information coordinator until SCC requires that position 100% or until a permanent staffing solution occurs at SAC. • The management of Santiago Canyon College's athletic website will migrate to its Sports Information Coordinator to provide equity of the positions at both colleges. • The addition of a sports information intern and sports information assistant at Santa Ana College would allow for better coverage of 21 athletic teams. • The sports information facilities at both campuses need to be renovated and possibly relocated to provide space and infrastructure for

Function 7: Graphic Communications, Publications, Public Relations and Marketing			
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athletic programs through internal channels, including newsletter articles, Eblasts and events, goodwill is sustained among the student body and the employees for the college.		competitions as needed. • The Sports Information Coordinators seek stories that highlight athletic and academic achievement of student-athletes. • The Sports Information Coordinators keep the college PIOs informed about the athletic programs and the PIOs keep the college presidents abreast of the progress of the athletic programs. • The Sports Information Coordinators respond to public inquiries about the colleges' athletic programs and interface with sports information coordinators from other area colleges. • The Sports Information Coordinator regularly interfaces with the coaches, the athletic director and dean to ensure that college needs are being met. • The Sports Information Coordinators communicate with the college community through channels including Eblasts, the college newspaper and internal newsletters about the athletic programs. • The college PIOs lend support and counsel to athletic events of importance on an as needed basis. • The college PIOs review and edit all key athletic publications and releases to ensure for consistent quality and graphic standards.	additional personnel and computers.
Web Sites • Provide an online presence for the community, faculty, staff, students, prospective students and media to access general, registration and event information related to RSCCD, Santa Ana and Santiago Canyon colleges and educational centers within the District.	• Web content management responsibilities for the district web site are a collaborative effort of PAGR, ITS and the nearly 40 content publishers from district departments. • With the addition of the Electronic Media Specialist position (Spring 2006), PAGR oversees the branding and messaging of the web site and trains and assists the content publishers in maintaining web pages for their respective departments. • PAGR collaborates with ITS on any recommended functional or design changes of the district web site.	• Santa Ana College and Santiago Canyon College currently take responsibility for maintaining their own web site content. • Content is maintained through a collaborative effort of the college web committees and educational and service departments. • The college PIOs provide content for the areas that they maintain and update. • College graphic designers provide support in designing new web pages as needed.	• With the increasing demand for web site development and content management throughout the District, develop a web services team led by the District's electronic media specialist and Public Affairs staff to help district and college content publishers maintain updated content and develop web pages through a collaborative effort. • The addition of at least one additional Communications Specialist would enable additional support to college and district content managers. • Develop a strategy with social media integration (blogs, podcasts, etc.) into PAGR activities and the campus community.

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Intranet • Create a vibrant employee Intranet with updated and relevant information, news and initiatives that allows for two-way communication as appropriate. • Provide an online presence for administration, faculty and staff to access to district policies, handbooks, reports, forms and directories.	• The district intranet is currently a collaborative effort of PAGR, ITS and the content publishers from district departments. • When requested, the Electronic Media Specialist posts calendar items of district-wide import on the Intranet, collaborates in the construction of web pages for district-hosted special events including the Chancellor's Ball. • PAGR also collaborates with ITS on any recommended functional or design changes.	• Upon request, the PAGR staff at the colleges posts information on the Intranet calendar regarding upcoming events and collaborates in the construction of web pages for college-hosted special events.	• With the increasing demand for web site development and content management throughout the District, develop a web services team led by the District's Electronic Media Specialist and PAGR staff to help district and college content publishers maintain updated content and develop web pages through a collaborative effort. • An additional Communications Specialist will ensure currency of the content. This position will also support other functions of PAGR. • Develop a centralized system for gathering and providing information to all district employees, thus reducing the "all email users" traffic. • An up-to-date Intranet will become the keystone of the District's employee communications program and with additional resources can incorporate a variety of two-way and high-tech communication modalities such as online chats, Pod casts, videos, etc. • As the "new" Intranet is developed and unveiled, an in-house marketing campaign will draw visitors to the site and encourage increased content publishing by college academic and service departments.
Media Services	•	• Provide and maintain audio visual equipment used in classrooms for college activities and for many district events.	