



**SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT**

**San Mateo County Community College District
Functional Organization of the District-College Relationship**

**Cañada College
College of San Mateo
Skyline College
District Office**

October 15, 2013



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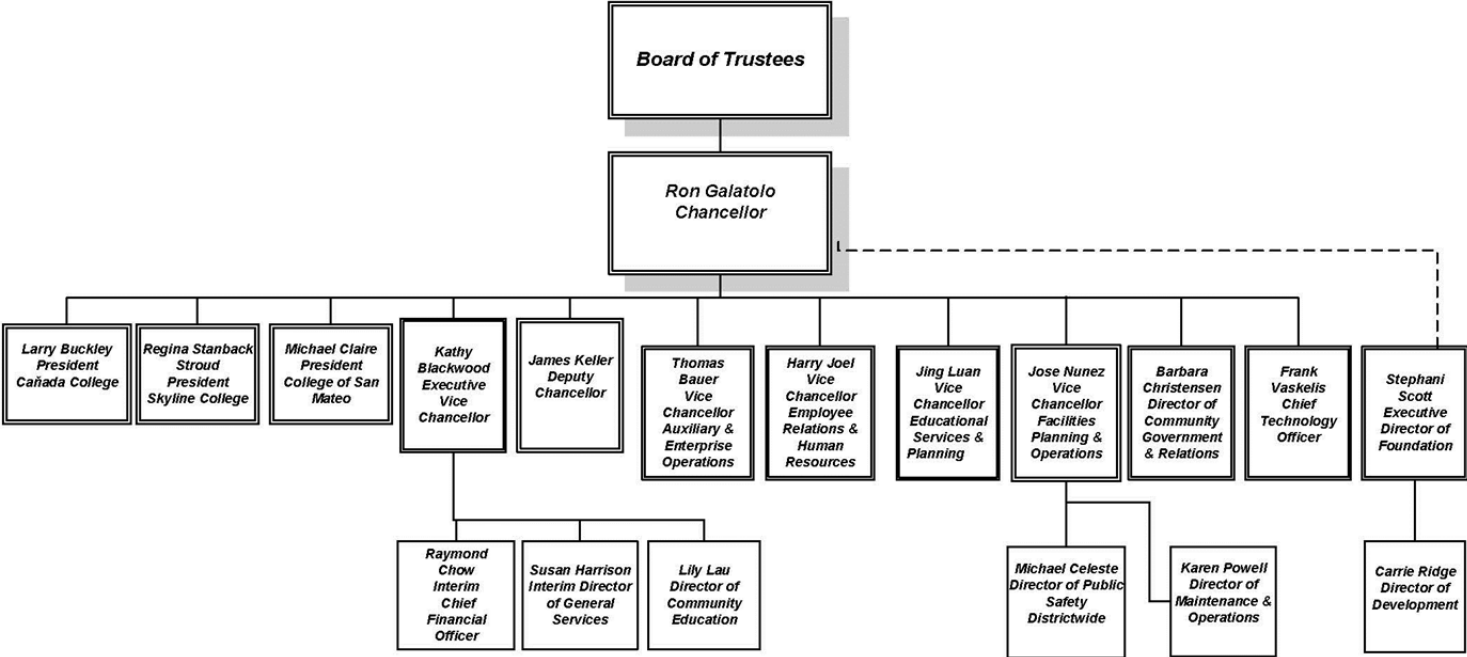
Introduction

The San Mateo Junior College District was founded in 1922 and operated as a single college district until Cañada College opened in 1968 and Skyline College opened in 1969. This three-college District is governed by a six member Board of Trustees—five elected by voters in San Mateo County for four-year terms and one elected by students for a one-year term. The boundaries of the College District are coterminous with those of San Mateo County.

The District has a 91 year history of excellent service to residents of the County and currently serves approximately 40,000 individual students each year. The District is comprised of three Colleges: Cañada College, College of San Mateo, and Skyline College. The District's Colleges offer transfer education, more than 100 career-technical education programs, and comprehensive remedial education that is focused on preparing students for college-level work.

This report addresses the District's role and responsibilities related to key functions in the multi-College District. It provides a summary of the delineation of functional responsibility between the District administrative departments and the three Colleges and describes how the District assists the Colleges in achieving and adhering to all the Eligibility Requirements, Accreditation Standards and Commission policies. The required Evidentiary Documents for Financial Review (Supplemental Guidelines for Standard III.D) are also included.

San Mateo County Community College District District Office



San Mateo County Community College District and College Functional Organization

Board and Administrative Organization

The Board of Trustees of the College District is publicly elected by voters in San Mateo County and it is responsible for the overall operation of the District, ensuring fiscal soundness and academic quality. It delegates to the Chancellor of the District the day-to-day operations of the District and the Chancellor, in turn, delegates the day-to-day operations of the Colleges to the College Presidents.

The Board conducts the business of the District at twice monthly regularly scheduled Board meetings. The Board also receives written and oral reports from the Chancellor and the College Presidents about significant events on campus or within the District at Board meetings. In addition, College faculty make presentations to the Board on a variety of academic and student support services innovations monthly under the Board topic of “Innovations in Teaching and Learning.” Most Board meetings are held in the District Office Board Room, but the meetings are held on each of the College campuses occasionally when a meeting topic is of interest to the particular College community. For instance, a meeting on the topic of KCSM was held at College of San Mateo.

Board members attend numerous events on all three College campuses throughout the year as well as a number of community events, and report this attendance at each regularly scheduled Board meeting under the topic of “Statements from Board Members.”

Chancellor

The Chancellor is the Chief Executive Officer of the District. The Chancellor provides the leadership for the educational program and is responsible for the administration of the District in accordance with the policies established by the Board of Trustees and executing all decisions of the Board requiring administrative action.

The Chancellor chairs two separate Districtwide senior leadership meetings where coordination of important District and College matters in finance, human resources, instruction, student services, facilities, and technology takes place. Both these groups meet twice monthly: Chancellor’s Cabinet and Chancellor’s Council. In addition, the Chancellor chairs a weekly District Office staff meeting.

The purpose of Chancellor’s Cabinet is to discuss and coordinate across the District mission critical issues such as strategic planning; long range capital planning; bond and parcel tax strategies; enrollment strategies and planning; resource allocation and large facilities issues. Chancellor’s Cabinet is composed of the Presidents of each College, the Deputy Chancellor, the Executive Vice Chancellor, the Vice Chancellor of Human Resources, and the Vice Chancellor of Educational Services and Planning

The purpose of Chancellor’s Council is to discuss and coordinate across the District operational matters such as scheduling, construction management, collective bargaining, budgeting, enrollment issues, etc. Occasionally, Chancellor’s Council is expanded to include College vice presidents and other staff to address special issues and concerns. This occurred recently during the state budget crises and to work on accreditations matters. Chancellor’s Council is composed of all the persons on Cabinet plus: Vice Chancellor Facilities Planning, Maintenance and Operations, Vice Chancellor, Auxiliary Services and Enterprise Operations, Director of Community/Government Relations, Chief Financial Officer, and Chief Information Officer.

The District Staff meeting includes all District Office managers. The work of this group is primarily focused on District Office matters, including resource allocation (for the departments of the District Office), employment issues, space planning, relations with the Colleges and community relationships.

Presidents

The President of each of the three Colleges reports to the Chancellor. The President of the College serves as the chief executive officer and plans, develops, and recommends College and Districtwide policies in conjunction with senior administrative officers to administer the College and facilitate student learning. The President is responsible for implementing District policies and procedures, the California Education Code, and collective bargaining policies and procedures at the College level. The President provides overall leadership and direction to College personnel through strategic planning, goal setting, and evaluation as well as direction for sound fiscal management. The President delegates key operational responsibilities to College Vice Presidents.

Human Resources

In accordance with Education Code and Title V, the Board of Trustees has the overall responsibility to assure that the Colleges and the District effectively use its human capital to achieve broad educational purposes, including meeting documented student learning outcomes. The District Human Resources Office, through collaboration with the Colleges' administration, is responsible for assuring that qualitative hiring of faculty, staff and administrators is achieved and that equal access, equal opportunity, and equal treatment and fairness are guiding principles. The District's human resources organization is comprehensive and includes recruitment, testing, selection, appointment, classification and pay, benefits administration, employee counseling, employee recognition and evaluation components, employee development and training. This broad-based approach to human resources management is the responsibility of the Chancellor and the Vice Chancellor of Human Resources and Employee Relations, in consultation with appropriate faculty and staff at the Colleges.

The District Human Resources Office regularly consults with the three Colleges on matters relating to employee benefits, compensation matters, employment matters, performance evaluation, disciplinary matters, leaves of absence, staff development, recruitment, and matters relating to diversity and provides guidance and expertise to the Colleges regarding all questions and concerns.

The Human Resources Office and, in particular, the Vice Chancellor of Human Resources and Employee Relations partners with the College administration in reaching decisions related to recruitment strategies, transfers and promotions, corrective disciplinary actions, faculty and staff performance evaluations, compensation decisions and other related human resources management issues.

The Vice Chancellor of Human Resources and Employee Relations serves as the Chief Negotiator for collectively bargained contracts and works collaboratively with management representatives from the Colleges on critical issues subject to bargaining that may impact College operations.

Facilities Planning and Operations

The senior management team and support staff for Facilities Planning, Maintenance and Operations (FPO) is located at the District Office under the direction of the Vice Chancellor of Facilities Planning, Maintenance and Operations. FPO is a centralized department serving the three Colleges, with the majority of FPO staff members assigned to and working at the three College campuses. The District has the primary responsibility for providing facilities support and services for the Colleges. FPO and the

Colleges collaborate on decisions regarding maintenance, capital project identification and implementation, and priorities regarding facility needs.

All FPO personnel are managed and supervised through the District allowing FPO to adjust the allocation of resources to the Colleges dependent on need as well as seamlessly sharing facilities solutions with the Colleges in order to leverage savings and efficiency. Although FPO staff assigned to the College campuses formally report to the District FPO management team, strong ‘dotted line’ relationships exist, particularly between the campus facilities managers (FM’s) and the College’s leadership teams. FM’s and senior FPO management meet regularly with the College presidents and their management teams.

College facility managers supervise campus-based custodians, groundskeepers, maintenance engineers, and associated College staff. FPO works cooperatively with the College leadership teams to develop acceptable standards for building and grounds maintenance services, using Association of Physical Plant Administrators (APPA) service guidelines. Constituents can request FPO support services through a web-based help system that enables users to place repair orders and track their status through completion, and to provide feedback on the services delivered through a satisfaction survey.

FPO works closely with College leadership in developing Facility Master Plans, from which project lists for local bond and state capital outlay funding evolve. FPO has implemented a methodology whereby architectural firms engaged to assist in Facility Master Plan development first review the College’s educational master plans before initiating any facility planning activities. This sequence ensures that all facility-related planning efforts properly reflect identified needs in the educational master plans for each College.

FPO staff participates regularly in various College committees to discuss operational and planning issues on variety of topics including the needs of instruction, student services, communications, research, and operational systems. Examples of these committees include:

- *Chancellor’s Council*
- *Districtwide Safety Committee*
- *District & College Emergency Planning & Preparedness Committees*
- *Presidents’ Cabinet Meetings*
- *District & College Sustainability Committees*
- *College Safety Committees*
- *Quarterly Long Range Planning Committee for Instructional Equipment Replacement*

Public Safety

All Public Safety Department personnel are managed and supervised through the District under the direction of the Director of Public Safety who reports to the Vice Chancellor of Facilities Planning, Maintenance and Operations. Being a centralized department allows Public Safety to adjust the allocation of resources to the Colleges dependent on need. Although Public Safety officers assigned to the College campuses formally report to the District Public Safety management team, strong ‘dotted line’ relationships exist, particularly between the campus Chief and the College’s leadership teams. Campus Chiefs meet regularly with the College presidents and their management teams.

In addition to daily operational services such as campus safety, medical emergencies, and community policing the Public Safety Department is responsible for campus drills, training, and Clery Reporting.

The San Mateo County Community College District Public Safety Department is committed to providing quality service and a safe learning environment to faculty, staff, students and visitors, students, and staff on the College campuses.

Public Safety Officers participate regularly in various College committees to discuss campus safety issues including the needs of instruction, student services, communications, research, and operational systems. Examples of these committees include:

- *Districtwide Safety Committee*
- *District & College Emergency Planning & Preparedness Committees*
- *College Safety Committees*
- *Joint Student Services and Instructional Meetings*

Information Technology Services

Information Technology Services (ITS), located at the District Office, is a centralized department serving the three Colleges. The District has the primary responsibility for providing technology support and services for the Colleges. ITS and the Colleges collaborate Districtwide, and one-on-one, on decision processes and set priorities regarding technology.

All ITS personnel are managed and supervised through the District by the Chief Technology Officer, allowing ITS to adjust the allocation of resources to the Colleges dependent on need as well as seamlessly sharing technology solutions among the Colleges in order to leverage savings and efficiency.

The District manages campus-based support technicians, who are responsible for desktop and media technologies. They work cooperatively with the Colleges to develop consistent standards for computers, provide regular software updates, maintain an inventory database of technology, and install new equipment. Technology support is requested through a web-based help system that enables users to place repair orders and track their status through completion. Staff in ITS is responsible for maintaining Banner modules and supporting external systems that integrate with the District's Banner environment. They assist end-users by implementing new efficient workflows or tools to assist with day-to-day business procedures.

District staff is responsible for maintaining, supporting and ensuring the reliability of the network infrastructure, wireless internet, security, backups, telephone system and more than 150 servers.

The web services team provides support for College web sites and applications Districtwide. Additionally, they are the primary resource for maintaining the course management, content management, and Sharepoint portal systems. They assist the Colleges with existing tools as well as researching and implementing new web solutions, best-practices and custom programming.

ITS staff participate regularly in various College committees to discuss operational and planning issues on variety of topics including the technology needs of instruction, student services, communications, research, and operational systems. Examples of these committees include:

- *Chancellor's Council*
- *District Research Council (DRC)*
- *Enrollment Services Committee (ESC)*
- *Business and Finance Officers Group (BAFOG)*
- *Financial Aid Advisory Committee (FACC)*
- *Distance Education Advisory Committee (DEAC)*
- *District Safety Committee*
- *District Matriculation Committee*
- *Network Advisory Group*
- *Technology Planning Committee (TPC)*

Financial Resources

According to California Education Code 70902 and Board Policy 1.1, the Board of Trustees has the responsibility to provide guidelines on funding levels, allocations, and District reserves; to review and consider staff-prepared District and College budgets; to adopt an annual budget, and to assure fiscal health and stability. The Colleges have primary responsibility for planning, allocating and assessing the use of financial resources to support student learning programs and services at their respective institutions. The District has oversight responsibility for ensuring that the resources are spent according to applicable law and Board policy. For example, while a College employee may initiate a contract, the proposed contract must be reviewed at the District before being signed by the Executive Vice Chancellor.

The Colleges' strategic and educational plans are based on projected allocations developed in consultation with the District. The allocation model is reviewed annually by the District Committee on Budget and Finance, comprised of faculty, staff and students. Construction budgets are allocated and managed centrally following each College's Facilities Master Plan and the annual state capital plan. These plans are developed at each College with District input.

The Business and Finance Officers Group (BAFOG), a Districtwide committee, develops and assesses procedures to implement Board policy. The College Internal Audit Group, consisting of staff from all three Colleges and the District, audits the implementation of those procedures and may recommend improvements. An external audit firm audits the District's financial statements annually and no audit adjustment has been made to the District's financial records since the District's last accreditation visit.

The District is responsible for projecting cash flow and maintaining acceptable reserves for both risk management and for contingencies. The District oversees the Other Post-Employment Benefits (OPEB) Trust Fund. The District handles bond payments and accounting for bonds and Tax Revenue Anticipation Notes (TRANS). The District works closely with College staff on grant applications and monitors grants that have been awarded.

Educational Services and Planning

The District Office, through the Vice Chancellor of Educational Services, is responsible for the overall coordination of the planning, development, and implementation of instructional and student support services in conjunction with the Presidents, Vice Presidents of Instruction, Vice Presidents of Student Services and participatory groups at the Colleges. This includes the areas of curriculum development, research, accreditation, strategic planning, workforce and economic development, educational technology, distance education, and international education. The Vice Chancellor assures compliance with federal and state statutes and regulations and policies of the Board of Trustees.

Auxiliary Services

Auxiliary Services and Enterprise Operations, including the three College bookstores, dining halls, and campus vending, are managed centrally as a separate business enterprise by the Vice Chancellor of Auxiliary and Enterprise Operations with consultation with College faculty, staff, and students. The San Mateo Athletic Club (SMAC) on the San Mateo campus is also part of the enterprise operations. The Athletic Club is a community-centered, fee-based operation, professionally managed and shares the College of San Mateo fitness and aquatic center with College of San Mateo students. Each College has an advisory committee, College Auxiliary Services Advisory Committee (CASAC), that meets at least once a semester to discuss the Auxiliary and Enterprise operation on their specific campus. CASAC is comprised of student leaders, College staff, and representatives from each of the services of the

enterprise. The College CASAC groups meet together at the District Auxiliary Services Advisory Committee (DASAC) also once a semester.

Community and Government Relations

The Director of Community and Government Relations reports directly to the Chancellor and serves as liaison for the District and Colleges to state and local legislators on legislative and governmental matters for the District. The Director also serves as liaison to local cities on land use and tax-sharing issues and to community members on issues of interest to the community. The Director is the District's primary spokesperson to the media on Districtwide issues such as budget, collective bargaining, and Board policies.

College Mission Statements

The District and each College regularly reviews its mission statement and revises the statement as necessary. Using a well-defined shared governance process, the District and each College constituency have the opportunity to provide input to proposed modifications of their respective mission statements. All College statements and goals are in alignment with the San Mateo County Community College District Mission Statement and also the Reaffirmation of Board of Trustees' Core Values and Principles. The Board of Trustees approved a revised District Mission Statement in May 2012 and the Cañada College, College of San Mateo, and Skyline College's revised mission, vision, and values statements on June 6, 2012.

Explanation of Primary/Shared Responsibilities of the District and the Relationship of the Primary and Shared Functions to the Accreditation Standards

In the Institutional Self Evaluation Report, institutions are expected to include a discussion of how the identified district/system functions and decisions affect the institutions ability to meet Accreditation Standards. For example, the governing board's role in adopting the institutional mission statement is addressed in the Standard dealing with mission; the district/system office responsibility for personnel is discussed in the Standard appropriate to faculty and staff; the district/system financial allocation system should be included in the Standard in which financial resources are addressed. The organizational map will provide guidance for this discussion. The effectiveness of the map's delineation of functions includes analysis, evaluation, and subsequent planning for organizational improvement.

Overview

The primary responsibility and leadership for the majority of functions identified on the Function Map lie with the Colleges in the District. In common with other multi-college institutions, the District Office conducts key functions for the Colleges, most specifically in the areas of Human Resources including the functions related to employment policies (Standard IIIA), and Physical Resources including functions related to security, maintenance and construction (IIIB). The District also has primary responsibility and leadership for functions related to Technology Resources (IIIC), Financial Resources including functions related to resource allocation, accounting and fiscal reporting (IIID), and functions related Board and Administrative Organization (IVB).

Some District staff members are assigned to the Colleges to better serve those institutions, respond to College needs in a timely manner, and address programmatic needs prioritized at the Colleges. Technological services, security, and maintenance all are located in designated spaces at the Colleges. In times of special need, staff assigned to one College may be temporarily assigned to address needs at the other Colleges.

As indicated within the Self Evaluations, the Colleges and the District regularly review and assess functions and how best to organize. In recent years, changes have been made to make the District primary in the areas of technology and public safety so as to better manage technology system development and to address coordinated responses to public safety incidents. For instance, a review of the Function Map in 2010 resulted in a few changes to better reflect the delineation of functions between the Colleges and the District. Based on new ACCJC requirements, the 2013 Map was revised to include a descriptive analysis of the practices.

The San Mateo County Community College District Functional Map and Functional Map Review

As part of the self-evaluation process (formerly self-study process) and in consultation with the district/system, the institution must specify, through an organization “map”, which is a description of the delineation of district/system and college functions, whether the institution or district level hold the primary responsibility for all or parts of a specific function.

Moreover, the Commission recognizes that institutions in a multi-college system may have lateral relationships with other institutions in the district/system which should be included in the map. For example, police services may be a district/system service for all institutions in a multi-college district/system, yet located at on institution in the district/system.

SMCCCD Function Map

Based on the 2007 ACCJC Policy, the San Mateo County Community College District (SMCCCD) developed and adopted a Function Map that clearly articulates the Primary, Secondary and Shared nature of key functions as identified in the accreditation standards. It was produced as the result of a collaborative process among the three Colleges (Cañada College, College of San Mateo, and Skyline) and the District Office. The Function Map reflects defined roles of authority and responsibility between the Colleges and the District/system in setting and communicating expectations of excellence and integrity and assuring support for the effective operation of the Colleges.

The SMCCCD Functional Map was revised in 2010 and again in 2013. The final 2013 Functional Map was approved by the Colleges and the District on October 1, 2013 and can be found online at <http://www.smccd.edu/accounts/smccd/departments/educationservices/dac/files/2013%20SMCCD%20Function%20Map.pdf>

Delineation of Functions Review Process

A formal review of the Delineation of Function Map takes place every three years. However, the document is continuously reviewed and updated as College and District organizational or procedural changes dictate to ensure that the map reflects defined roles of authority and responsibility between the Colleges and the District/system.

The following review criteria are considered during the review of the functions:

1. Is the current delineation of functions accurately reflecting the primary responsibilities of the District and the three Colleges?
2. Is the current delineation of functions allowing the District and the three Colleges to function effectively?
3. Are those primary functions provided by the District--for example, Human Resources, Physical Resources, Technology, and Board of Trustee governance--communicated clearly to the Colleges and have the delineations been adhered to in practice?
4. Has the leadership with primary functions been given the authority to act and be held accountable?

District Involvement with the Colleges' Eligibility Requirements, Accreditation Standards and Commission Policies

While the Commission accredits individual institutions, the district/system holds a fundamental role and responsibility in the analysis and evaluation of district/system structures and how these structures assist the institutions to achieve and adhere to all the eligibility requirements, accreditation standards, and commission policies and gain and sustain accredited status.

The District is involved and supportive of the three Colleges in 1) maintaining their eligibility for accreditation, 2) maintaining adherence to the various standards and 3) assisting in addressing Commission policies. The following paragraphs generally outline the District's involvement and support.

Involvement with Eligibility Requirements

- 1. Authority:** The San Mateo County Community College District (SMCCCD) is the entity responsible for creating the three Colleges: Cañada College, College of San Mateo, and Skyline College.
- 2. Mission:** The SMCCCD Board of Trustees reviews and approves the District mission and the mission statements for each of the three Colleges.
- 3. Governing Board:** The District Office supports the Board of Trustees which governs the three Colleges.
- 4. Chief Executive Officer:** The Colleges' Chief Executive Officers (Presidents) report to the Chancellor of the District. The Chancellor supervises and evaluates these individuals.
- 5. Administrative Capacity:** The Chancellor works with the Presidents to assure sufficient administrative capacity.
- 6. Operational Status:** Through the distribution of the funding, the District assures the continued successful operation of the Colleges, ensuring that students are actively pursuing degree programs.
- 7. Degrees:** The Board of Trustees, relying on the advice of the Academic Senate, establishes policies regarding degrees.
- 8. Educational Programs:** The Board of Trustees, relying on the advice of the Academic Senate, establishes policies regarding educational programs and ensures that the Colleges degree and certificate programs are aligned with the College mission.
- 9. Academic Credit:** The Board of Trustees, relying on the advice of the Academic Senate, establishes policies concerning academic credit and ensures that the Colleges provide students relevant information about academic credit.
- 10. Student Learning and Achievement:** The District works with the Presidents, Vice Presidents and Faculty to facilitate coordination of efforts among the Colleges to improve student learning and achievement outcomes. The District also supports professional development for faculty on student learning and achievement.
- 11. General Education:** The Board of Trustees, relying on the advice of the Academic Senate, establishes policies on general education that support breadth of knowledge and intellectual inquiry.
- 12. Academic Freedom:** The Board of Trustees, relying on the advice of the Academic Senate, has established and supports a policy on academic freedom.
- 13. Faculty:** The District Human Resources Department is responsible for recruitment of individuals for faculty positions and oversees the hiring processes. The Chancellor works with the College Presidents to assure that the District employ the appropriate number of faculty to serve student needs, and to comply with all Title V requirements.
- 14. Student Services:** The District supports Districtwide committees, including the Enrollment Services Committee and the Financial Aid Steering Committee, among others, to support Student Service operations at the Colleges. In 2011 and 2012, the District funded two business process analyses

(BPAs) to improve the functioning of admissions & records and financial aid offices at all three Colleges.

- 15. Admissions:** With the assistance of the District and College staff, the Board of Trustees establishes policies regarding admission to the Colleges that is consistent with the District and College missions.
- 16. Information and Learning Resources:** The District works with the Colleges to assure there are adequate learning resources and services to support the Colleges' missions and instructional programs in a variety of formats. Furthermore the District provides professional development for distance education training for faculty.
- 17. Financial Resources:** The District receives adequate public funding to support student learning programs and services at its three Colleges. Colleges receive these resources to operate based on the allocation formula which was developed through a collaborative effort among the three Colleges and the District.
- 18. Financial Accountability:** The District Office manages the overall finances for the Colleges. The District arranges for the annual external financial audit conducted by a contracted certified public accountant in accordance with the standards contained in the Government Auditing Standards. The Board of Trustees reviews and accepts these audit reports annually and audits are posted on the District's website.
- 19. Institutional Planning and Evaluation:** The Chancellor's Cabinet and Chancellor's Council are composed of high level District and College administrators who oversee institutional planning and evaluation activities Districtwide. These bodies regularly review the work of the District Strategic Planning Committee, District Budget Committee and District Research Council—which also are composed of both College and District staff—that direct comprehensive planning and evaluation within the District. Each College has a President's Cabinet, composed of high level College administrators that oversee the work of College Budget and Planning Committee(s) which are responsible for the College's planning and evaluation activities.
- 20. Integrity in Communication with the Public:** Both the District and the Colleges have public information personnel who are responsible for communicating with the public about District and College operations, programs and services. The District provides information on Districtwide matters or matters that affect all three Colleges and the Colleges focus on college-specific information.
- 21. Integrity in Relations with the Accrediting Commission:** The District has a District ALO who works with individual ALOs at the three Colleges. There is strong collaboration on all of the accreditation activities taking place at the three Colleges with the District. The Board of Trustees takes an active role in assuring the Colleges comply with all ACCJC/WASC requirements and standards through periodic reviews and reports.

Involvement with Continued Compliance with Commission Policies

The Board of Trustees assists the Colleges in compliance with Commission Policies by establishing policies that align with the Commission policies. The District staff provides support through Districtwide Committees, training for faculty, and operational support to assist the Colleges to comply with Commission policies.

Response to Prior District Recommendations from Colleges' Team Reports

In October 2007, the ACCJC visited each of the three Colleges of the San Mateo County Community College District (SMCCCD). Each of the three Colleges received District-related recommendations in 2007. These recommendations were in the following areas:

- **The Board of Trustees should regularly review district rules and regulations and revise them as necessary (Cañada and Skyline).** In August 2008, the Board adopted an amended version of Policy 2.06 which establishes a six-year schedule for review and revision of each of the eight chapters in District Policy and Procedures. The District also contracted with CCLC for its Policy and Procedures Update Service, which is used to guide the review/revision process. By Spring 2013, all Board policies had been reviewed at least once in the last six years. This recommendation has been fully addressed.
- **While the District has clearly defined rules and regulations for hiring and evaluation of the Chancellor, the teams recommended developing rules and regulations for the evaluation of the College Presidents (Cañada and Skyline).** In June 2008, the Board adopted Policy 2.03: College President, to address evaluation of College Presidents. The Board of Trustees and Chancellor evaluate the Presidents annually based upon the President's achievement of mutually agreed upon goals. This recommendation has been fully addressed.
- **Develop and implement appropriate Policies and Procedures incorporating effectiveness in producing student learning outcomes into the Faculty evaluation process and others directly responsible for student progress (Cañada, College of San Mateo, and Skyline).** The District Performance Evaluation Task Force, composed of four faculty members, one College President and the Vice Chancellor of Human Resources and Employee Relations agreed to have the student learning outcomes evaluation incorporated into the faculty self-evaluation process and in the Dean's assessment of faculty. This recommendation has been fully addressed.
- **The District and Colleges should collaborate to implement a process to regularly evaluate and communicate the delineation of functions (Cañada and Skyline).** The District and the Colleges have collaborated to develop a process to identify the delineation of functions between the Colleges and the District; it includes evaluation at three-year intervals. This recommendation has been fully addressed.

All three Colleges have worked closely with District personnel to fully address these District-related recommendations. College-specific responses can be found in the Self Evaluation Reports for each College.

District Involvement in the Colleges' Self-Evaluation

Individuals responsible for key functions of the district/system must be actively involved with the institution in developing the self-evaluation report of educational quality and institutional effectiveness. The level of involvement will be based upon who has responsibility for the institutional functions(s) addressed in the Standards. Close cooperation between and among the institutions and the district/system office is expected as a part of the preparation of the Institutional Self Evaluation Report.

As members of various standards committees, District staff members have been actively involved in all three self-evaluation processes at the Colleges within the San Mateo CCCD. The following table shows the involvement of District staff with responsibility for the institutional functions addressed in the standards.

Standard	Cañada College	College of San Mateo	Skyline College
I	Jing Luan, Vice Chancellor Education Services and Planning SMCCCD	Jing Luan, Vice Chancellor SMCCCD Educational Services and Planning	Jing Luan, Vice Chancellor Education Services and Planning SMCCCD
IIA & B	Jing Luan, Vice Chancellor Education Services and Planning SMCCCD	Jing Luan, Vice Chancellor SMCCCD Educational Services and Planning	Jing Luan, Vice Chancellor Education Services and Planning SMCCCD
IIIA	Harry Joel, Vice Chancellor SMCCCD Human Resources	Harry Joel, Vice Chancellor SMCCCD Human Resources	Harry Joel, Vice Chancellor SMCCCD Human Resources
IIIB	Danny Glass, Facilities Manager– Cañada College SMCCCD Jose Nuñez, Vice Chancellor Facilities SMCCCD	Karen Powell, Director of Maintenance & Operations (formerly Facilities Manager – College of San Mateo) SMCCCD	Richard Inokuchi, Facilities Manager—Skyline SMCCCD Jose Nuñez, Vice Chancellor Facilities SMCCCD
IIIC	Eric Raznick, Director of Technology Services SMCCCD Mike Sinkewitsch, IT Support Technician III, SMCCCD	Eric Raznick, Director of Technology Services SMCCCD	Eric Raznick, Director of Technology Services SMCCCD
IIID	Kathy Blackwood, Executive Vice Chancellor, SMCCCD	Kathy Blackwood, Executive Vice Chancellor, SMCCCD	Kathy Blackwood, Executive Vice Chancellor, SMCCCD
IV	Barbara Christensen, Director of Community and Government Relations SMCCCD	Barbara Christensen, Director of Community and Government Relations SMCCCD	Barbara Christensen, Director of Community and Government Relations SMCCCD

Review of the Self-Evaluations by the Board of Trustees

The district/system chief executive officer and governing board are expected to be involved in the process of developing the self-evaluation report. The governing board must review the final institutional self-evaluation report and certify its involvement in the institutional self-evaluation process.

The SMCCCD Accreditation Coordinating Council (consisting of the ALOs, co-chairs, and researchers from the three Colleges, along with key District personnel), in collaboration with the Self Evaluation Steering/Oversight Committees and Accreditation Liaison Officers of the three Colleges, established a timeline for the Board of Trustees to review and ultimately approve the College Accreditation self-evaluation reports. On June 26, 2013, hard copies of the Colleges' self-evaluation reports were delivered to the Board of Trustees for their review. At the study session of July 10, College and District Accreditation Liaison Officers updated the Board on the 2013 Institutional self-evaluation process and the self-evaluation reports, followed by discussion and input from Board members, at which time Board members had an opportunity to ask questions of the College representatives and make recommendations. As a result of this discussion, the Colleges made some revisions in their Self Evaluation, which were brought back to the Board for final approval on July 24, 2013.

The self-evaluation reports have been developed over a multi-year period. Each College formed a steering/oversight committee and standards committees for each of the four standards according to the ACCJC guidelines. Faculty, staff, students and District employees were represented on these committees. Over the course of developing the reports, hundreds of personnel were involved in drafting and compiling the self-evaluation reports. The Board of Trustees, College governing bodies, and the large College communities were informed of the progress and invited to participate at various junctures. Final drafts were reviewed and approved by College governing bodies. Additionally, as part of the accreditation process, the Board of Trustees reviewed and approved the Colleges' revised mission statements in June 2012. The District Mission statement was reviewed and revised in May 2012.

Required Evidentiary Documents for Financial Review Supplemental Guidelines for Standard III.D for California Public Institutions
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ACCREDITATION QUESTIONS	EVIDENCE
<p>Has the college received any qualified or adverse opinions in audit reports in the last 3 years from District, state or federal programs?</p> <p>No. The college has not received any qualified or adverse opinions in audit reports for the past three years. Results of external audits have been satisfactory as the District has obtained unqualified opinions since the District’s last accreditation visit.</p>	<p>http://www.smccd.edu/accounts/smccd/financialservices/uploaded_files/SMCCCD%20District%20Report%2011-12.pdf http://www.smccd.edu/accounts/smccd/financialservices/uploaded_files/SMCCCD%20Audit%20Report%202010-11.pdf http://www.smccd.edu/accounts/smccd/financialservices/uploaded_files/SMCCCD%20Audit%20Report%202009-10.pdf</p>
<p>Has the college implemented all audit recommendations? Have there been the same recommendations for more than one year? What is the auditor’s response to the management actions taken?</p> <p>Results of external audits have been satisfactory as the District has obtained unqualified opinions since the District’s last accreditation visit. Audits have revealed some non-financial compliance findings and all of them have been promptly addressed with new procedures, often completed prior to the close of the audit. Auditors have been satisfied with corrective actions implemented by the college.</p>	<p>http://www.smccd.edu/accounts/smccd/financialservices/auditreports.php</p>
<p>What is the institution’s unrestricted fund balance and reserves and how has it changed over the past three years?</p> <p>The District’s unrestricted fund balance was \$15,977,880 as of June 30, 2010; \$20,625,631 as of June 30, 2011; and \$19,601,580 as of June 30, 2012. This represents 14.2%, 18.1% and 17.1% of the total unrestricted general fund expenditures respectively.</p>	<p>http://extranet.cccco.edu/Portals/1/CFFP/Fiscal_Services/Accountability/trends/1213/San_Mateo_Fiscal_Trend_Analysis_11_12.pdf</p>
<p>Does the college maintain a minimum of 5% unrestricted reserve or cash or cash equivalent?</p> <p>Significant reserves are maintained by the District in order to meet long-term obligations as well as budget for emergencies. District reserves were 14.2% in 2010, 18.1% in 2011 and 17.1% in 2012 of the total unrestricted general fund expenditures.</p>	<p>http://extranet.cccco.edu/Portals/1/CFFP/Fiscal_Services/Accountability/trends/1213/San_Mateo_Fiscal_Trend_Analysis_11_12.pdf</p>

<p>Has the State Chancellor's Office had to intervene regarding fiscal stability or compliance?</p> <p>No. The colleges along with the District systematically plan for both short and long term obligations.</p>	
<p>Does the college have long term debt financing?</p> <p>The college, in conjunction with the District, identifies and plans for payment of liabilities and future obligations. When making short-range financial plans, the institution considers its long-range financial priorities. Financial obligations are included in the audited annual financial statement and funds are reserved for meeting those needs.</p>	<p>http://www.smccd.edu/accounts/smccd/financialservices/uploaded_files/SMCCD%20District%20Report%2011-12.pdf</p>
<p>Does the institution have an obligation for post-retirement health benefits (OPEB), compensated absences, and other employee related obligations? If it does, has it done the actuarial study and identified the liability? Is there a plan for funding them?</p> <p>The District makes multi-year projections of all expenses, including any labor costs. The District has addressed long-term post-retirement liabilities by establishing a post-retirement benefits fund to cover the medical insurance costs for retirees. In 2009, the District established an irrevocable OPED trust fund and has been transferring funds from the post-retirement benefits fund into the OPED trust fund, which currently has over \$39 million invested as of July 1, 2013. In addition, the District has over \$20 million in the District Post-Retirement Reserve. Together, the District has over \$60M of the approximately \$125M liability already funded.</p>	<p>https://sharepoint.smccd.edu/SiteDirectory/dcbf/Documents/2012-13%20Budget%20Documents/2012-13%20Final%20Budget%20Report.pdf https://sharepoint.smccd.edu/SiteDirectory/dcbf/Documents/SMCCCD%20Actuarial%20Study%20April%202011.pdf https://sharepoint.smccd.edu/SiteDirectory/srba/SMCCCD%20Retirement%20Board%20of%20Authority/2012-13/Annual%2012-13%20Statement.pdf</p>
<p>Does the institution have limits on accrual of unused vacation time? Compensatory time? Is the institution enforcing its policy on limits?</p> <p>Yes, the college is enforcing the District's established policies for accrual of unused vacation and compensatory time. Limits are included in each of the District's collective bargaining agreements.</p>	<p>http://www.smccd.edu/accounts/smccd/departments/humanresources/default.shtml https://sharepoint.smccd.edu/SiteDirectory/portal/Human%20Resources/Forms/AllItems.aspx?RootFolder=%2fSiteDirectory%2fportal%2fHuman%20Resources%2fLabor%20Documents&FolderCTID=&View=%7b2FEDA2F3-0908-48CE-980C-CBFD12B1C614%7d</p>

<p>Is the fiscal entity self-insured for health benefits, workers compensation, and unemployment? How are the levels set?</p> <p>The District establishes the assessed costs and services of the current carriers for workers' compensation and general liability insurance. The District decided to self-insure for workers' compensation and general liability and increase the self-insured retention for property insurance after a careful review and an actuarial study of the District's workers' compensation cost.</p>	<p>https://sharepoint.smccd.edu/SiteDirectory/dcbf/Documents/2012-13%20Budget%20Documents/2012-13%20Final%20Budget%20Report.pdf (Pages 12 and 56) https://sharepoint.smccd.edu/SiteDirectory/dcbf/Documents/SMCC-CD%20Actuarial%20Study%20April%202011.pdf</p>
<p>Does this fiscal entity have obligations for future total compensation expenditures driven by collective bargaining agreements or other agreements (corporate buy-outs, management/employee agreements, etc)? If so, what are they? Of what significance are they? What is the plan for funding these future obligations?</p> <p>Yes, the college has obligations for future total compensation expenditures driven by college bargaining agreements. The District negotiates all labor contracts which directly impact the college. In 2012-13, three-year collective bargaining agreements were reached with all three units. District staff members project the impact of labor management agreements to ensure that funds are available to meet the requirements of the agreement. The District takes into account both the cost of salaries and related benefits in order to ensure that projects resources are available to fund the agreements. The Board of Trustees approves contracts after carefully considering the impact of the contracts on the District budget.</p>	<p>https://sharepoint.smccd.edu/SiteDirectory/portal/District%20Information/Forms/AllItems.aspx?RootFolder=%2fSiteDirectory%2fportal%2fDistrict%20Information%2fLabor%20Documents&FolderCTID=&View=%7bEBCEA5E9%2d3442%2d42F6%2d8C18%2d10EF4342BC6A%7d (Click on Labor Documents)</p>