Draft 3
PCCD District Functional Map
11/1/2021

The Peralta Community College District Function map was developed to show the delineation of functions between the district and both colleges. The purpose of this document is to clarify shared responsibilities, authority, and functions in the District and Colleges ant to reference guiding Policies and Procedures related to those tasks. Where applicable, relevant Board Policies (BP) and Administrative Procedures (AP) are listed with each function. These listings are meant to serve as a quick reference and are not comprehensive to each function. Responsible District and College positions are listed for each function.

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
Accreditation **(BP 3200/ AP 3200) Accreditation Standards are cited in various BPs/APs)**	• Act as liaison between colleges and district for accreditation functions and issues • Address accreditation standards related to centralized district functions • Construct data and evidence on district operations relevant to the standards • Coordinate with college reports • Provide reporting (ACCJC Action Letters, College Reports, and relevant accreditation updates) to the Board Chief of Staff VC of Academic Affairs and Student Success	• Coordinate and facilitate ongoing accreditation functions, including training • Act as primary points of contact for ACCJC College • Produce reports and evidence for colleges • Align reporting with District components • Distribute reports, action letters and relevant accreditation updates to participatory governance groups • Ensure all required ACCJC letters and documents are posted on the College website Presidents College Accreditation Liaison Officers	
Admissions, Records, and Registration **(BP/AP 5010 APs 5011, 5012, 5013, 5017, 5020, 5030,**	• Maintain online application (CCC Apply) and automated process • Set registration rosters and related schedules • Establish *Priority Registration* • Implement State defined enrollment limitations & student challenge processes (for example high school,	• Maintain college registration processes and services • Maintain student records • Designate and/or change priority registration for categorical programs and special populations • Review external reporting (MIS, NSC, IPEDS) for accuracy related to	• Gap: Lack of Registrars on campuses and the District • Gap: Residency requirements missing some criteria that other nearby districts include

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5040,5050 **BP/AP 5052** **BP/AP 5055** **APs 5140, 5150, 5300**	international and military students) • Provide transcripts electronically and in print • Provide annual training and updates to college A&R staff on State regulations, Board Policies, and the implementation of Administrative Procedures • Lead all A&R People Soft functionality projects to improve the student experience • Serve as centralized registrar • Ensure regulation compliance • Spearhead and coordinate responses to annual internal audits of A&R items • Maintain and monitor storage of student records (i.e. Grades, attendance records etc.) • Gather enrollment data • Evaluate applications eligibility for admission (e.g., review for fraud, complements and accuracy • Code and process applications according to established policies and procedures • Update & maintain Districtwide forms • Process student requests for legacy records • Process batch enrollment for OUSD and some specialized programs • Establish the Academic Calendar • Ensure compliance with BP/APs and CA Ed Code on related academic matters including	student data/records • Process student request for initial transcript evaluation • Evaluate, award and post student degrees and certificates for credit and non-credit programs • Assess the student requests for enrollment • Collect and process rosters • Collaborate with Instruction and Division Deans to collect missing rosters, and documentation required for student requests • Process residency and AB540 requests, and communicate with Financial Aid & Bursar when status has been updated • Communicate student status with appropriate college bodies • Evaluate incoming transcripts to apply to student records • Process dual enrollment admissions forms • Provide training for enrollment functions • Provide verification of enrollment Vice President of Student Services (Coordinate with Deans of Enrollment)	

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	- Curriculum - Course/Program Development - Contract Education - Grading - Instructional Service Agreements - Vice Chancellor of Academic Affairs and Student Success		
Adult Education **BP/AP 5010** **AP 5011**	- Represent regional Adult Education consortium (Lead Representative) - Coordinate with all member districts (K-12s and Colleges) and partner agencies - Assist all consortium members in planning of courses and programs aligned with state requirements and pathways - Oversee consortium-level budgets and distribution - Submit reports to state for consortium (student data and fiscal) - Provide not-for-credit Adult Education offerings through district's contract training program - Provide funding opportunities for college Transition Liaisons and other mutually agreed upon projects - District leads development of consortium annual plan and submits it on NOVA Executive Director Adult Education - Report Adult Education data	- College PLANS and delivers instructional services related to Adult Education, including courses that provide pathways to PCCD colleges - College plans and manages college-level budget to meet goals of the college plan for Adult Education - Provide student data and budget information to District for state reporting - Provide matriculation support to students, including concurrent enrollment for Adult School students. - Cultivate and foster the development of community partnerships - Evaluate need for non-credit courses for adult education and develop courses as needed - Provide GED support for students - Determine unit loads for students - Coordinate student services and support, including counseling and SAS	*Info from Laura Espino, Laney adult ed project manager:* ***Added to map*** Add to 4th bullet in college column so it reads: - Provide matriculation support to students, including concurrent enrollment for Adult School students. Add new bullet in college column: - Coordinate student services and support, including counseling and SAS Feedback from BCC - Inaccuracy: **CORRECTED** College PLANS and delivers instructional services - Inaccuracy: **CORRECTED** College plans and manages college-level budget to meet goals of the college plan - MISSING FUNCTION

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	• Analyze Adult Education data • Determine and coordinate unit loads across district **Associate Vice Chancellor Institutional Research**	**Vice President of Instruction** (Coordinate with Dean of Career Education, Transitional Liaisons, Associate Dean for Student Success)	**ADDED**: District leads the development of consortium annual plan and submits it on NOVA • MISSING FUNCTION: **ADDED**: College develops and submits its annual plan to meet consortium goals
Board Policy and Administrative Procedure **BP 2410/AP 2410**	• Initiate CCLC BP/AP updates • Provide historical, key background and sample language for updates • Review and distribute language for draft and final policies and procedures **Chancellor Designee** • Initiate Board Policy and Administrative procedure in response to regulations and procedures necessary for operating the District • Distribute policy for review among districtwide constituent groups **Chancellor's Cabinet Members by assigned Area** (e.g., VC HR chapter 7) • Forward final language for Board Policy to the Board for approval • Determine final language for Administrative Procedure with appropriate input • Approve Administrative Procedures and forward final language to board **Chancellor**	• Initiate Draft Board Policy or Administrative procedure by subject matter experts in response to issues and gaps • Distribute policy and procedure drafts to appropriate constituent groups within the colleges • Provide user feedback to the Chancellors Cabinet **President**	

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Capital Outlay Administration **(Chapter 6 Business and Fiscal Affairs BPs/APs)**	• Prioritize construction requests from district and colleges • Work closely with contractors, architects, and other service providers • Oversee Program Manager (AECOM) for bond construction • Oversee Bond Measures coordinating with AECOM's mediator role and on-ground construction (Kitchell, Swinerton, Robelon) • Manage various phases of construction contracts • Coordinate progress/completion documents • Issue *Notices to Proceed*, and *Notices of Completion* • Provide completion reporting on construction to be uploaded to fixed asset • Maintain multiple source project funding allocations and budgets • Create requisitions for contractors and professional services • Maintain and reconcile project audits on a semiannual basis • Prepare and submit reimbursement claims to state and other agencies • Compile requests for information for federal, state, and local agencies regarding projects. Vice Chancellor of District General Services • Maintain Fixed Assets Inventory System	• Tag fixed assets using the same convention as the District Office • Track asset location and status Vice President of Administrative Services	• Need someone dedicated full time from Finance to support the DGS • Better communication with the colleges • Need more staff to administer programs (support staff to project managers and administration) • Scheduled maintenance provides limited funding to accomplish services • Need DGS internal legal services • Revise contract approval process and path (this is costing money and is not timely) throughout the whole process including legal review and finance and re-evaluate approval tree. • Align DGS re-organization and budget implications with the District-wide planning and organization structure • DGS would like to propose a new structure for SLBEs • SLBE Board Policy is needed • Need to discuss and

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	and prepare reports for auditors and insurance carriers. • Reviews expenditures to ensure alignment with regulations • Reports final financial reports (such as Parcel Tax) • Review deliverables and report fixed asset including reporting agenda entry into system **VC Finance and Administrative Services** (red) • Implement and maintain PeopleSoft capital assets module • Train staff on use of PeopleSoft capital assets module **Chief Technology Information Officer** (red)		plan/restructure for sustainability e.g. align sustainability standards with the maintenance ramifications • Consider Board Policy on sustainability planning • Gap: lack of connection of purchasing within capital improvement projects (I.e. Measure G) • Gap: lack of clarity of roles between DGS/AECOM/Colleges • Gap: lack of clear process regarding COP administration and communication of the process. • Gap: lack of connection and collaboration between DGS and Fiscal Services • Recommendation: Identify a lead person at the District to clarify Measure G expenditure process and make it tight and effective. District leadership works with Colleges' VPASs to make this process work effectively.
Career Education and Strong Workforce	• Plan and develop high-level District strategies and guiding	• Manage CTE certificate and degree programs that focus on training	GAP: Lack of connection and coordination between Fiscal

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
Development **(BP/AP 4020, AP 4102, AP 4235, BP/AP 4400)**	principles to meet district and regional workforce and career technical education needs • Link the colleges with the local and county agencies, community-based organizations, industries, and regional employers to forge partnerships in support of career education programs. • Enable college CTE faculty to develop innovative programs to prepare students for the high demand, high-wage jobs in the region. • Align goals with the colleges in developing and implementing strategies to achieve college and district goals related to career and economic and workforce development education in support of the district and college missions. • Co-chair the districtwide Career Education and Strong Workforce Program•••• meetings to foster collaboration and ensure regulatory compliance. • Plan, develop and manage Strong Workforce Program Regional Shares funds allocated for the District Office to administer the program. • Allocate Strong Workforce Program and Perkins funding to the colleges based on the CE FTES. • Provide the colleges budget reports for expenditure tracking and monitoring.	students for employment requiring specialized knowledge in a trade or manual skill • Review and revise, every 2 years, existing programs to meet industry needs • Work with employer advisory committees and other regional entities • Promote career technical education programs to communities, high schools, and special populations • Plan, develop, and maintain the college's compliance with appropriate state and federal regulations related to career technical programs • Develop and enhance training programs designed to serve local workforce needs • Represent college on district, local, regional, and state workforce committees • Develop narrative and budget reports related to various state and federal initiatives and categorical funding such as the Strong Workforce Program (SWP), Perkins and other CE related funding sources • Develop strategies and guiding principles to meet current and future workforce and career technical education needs of the college and the region (with guidance from the college)	services and Academic and Student Affairs. GAP: Lack of leadership at the District level who is knowledgeable of Career Education (including regulations, fiscal management, grant information and management, as well as how best to support the college's CE and grant management processes. GAP: Lack of qualified personnel in the Fiscal Services who can facilitate the grant fiscal management with confidence and competence to work with the colleges including navigation of NOVA. GAP: Lack of leadership at the District level to be the liaison with regional partners including BACCC. Lack communication back to colleges. GAP: Disconnect between State and Federal original funds dissemination to the District (SWP funds and Perkins) do not match the amount distributed to the colleges (I.e. Amount in

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	• Ensure compliance of various state and federal initiative and program requirements including the District's Gainful Employment. • Ensure timely submission of reports through the NOVA and other reporting portals. • Review, approve and certify narrative and budget reports submitted by the colleges related to various state initiatives and categorical funding such as the Strong Workforce Program and Perkins. • Submit appropriate data to the State Chancellor's Office for CTE students as required for MIS Reporting. • Represent the District at the Bay Area Community College Consortium responsible for developing regional framework, coordination, collaboration, promoting and planning career and technical education and workforce and economic development in the Bay Area region. • Train CTE staff and faculty on required ERP related documents and uploading appropriate required reporting Director of Academic Affairs	• Create and submit Perkins application and Strong Workforce Plans based on funds allocated. • Plan, develop and manage Strong Workforce Program local and regional funds allocated to the college and administer the program • Ensure the college maintains compliance with appropriate state and federal regulations and initiatives related to career technical programs, such as Gainful Employment, SWP, Perkins and other CE grants, including timely submission of reports through the NOVA reporting portal • Ensure strategies for achieving college and program goals related to career and economic and workforce development education in support of the college mission • Facilitate development of innovative programs to prepare students for the high demand, high-wage jobs in the region • Link CE faculty to local and county agencies, community-based organizations, industries, and regional employers to forge partnerships in support of career education programs. • Ensure college CE programs maintain and engage industry advisory boards as per AP4102 • Participate in the districtwide Career	PeopleSoft does not match the original allocation from the State or Federal) Recommendations: • Identify a strong leader at the District level who can communicate and partnership with BACCC, state and other high-level partners. • Identify a qualified personnel at the Fiscal Services level to ensure that the disseminated funds from the funding source entities are a) received correctly mat the district fiscal b) disseminate to the colleges correctly, and accurately with proper communication as to how much and where they are parked. (currently there is a gap) • Have a clearly identified Grant-related shared timeline fir the district annually which includes report, fiscal check, and other key activities

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		Education and Strong Workforce Program•••• meetings to foster collaboration and ensure regulatory compliance • Serve as the college representative for the Bay Area Community College Consortium (BACCC) responsible for developing regional framework, coordination, collaboration, promoting and planning career and technical education and workforce and economic development in the Bay Area region Deans of Career Technical Education	associated with CE grants. • Create an organized and clear process of grant management for the 4 colleges so that we stop correcting what's not right but to produce plans/report/fiscal report that are correct to submit to the relevant funding source or grant funders
Catalog Development Various BPs and APs provide information that is cited in the college catalogs.	• Coordinate timeline for Catalog Development • Provide colleges with updates from all required district areas for "district wrap around" Vice Chancellor of Academic Affairs and Student Services • Assist with formatting and publish college catalogs (web and/or print) • Verify accuracy of public information Executive Director of Marketing, Communication and Public Relations	• Revise and update college catalog on an annual basis • Ensure production and timely release of college catalogs and addenda • Ensure accuracy of catalog course and program listings against Chancellor's Office Curriculum Inventory (COCI) and student information system • Ensure accuracy of student services information Vice President of Instruction Vice President of Student Services	•
Child Care Centers (Laney and Merritt College)	• Provide high quality early care and education • Provide early intervention for children with special needs • Enhance family capacity by providing	• Maintenance and facilities for Child Development Center facilities at campus sites. Director of Maintenance and Operations	•

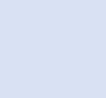| Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	• services and education for parents • Provide best practices in early education • Support early education educators throughout the district. • Maintain accreditation of Child Development Centers with state and other agencies • Ensure grant reporting is timely and sustained **Director of Child Care Centers Center**		
Curriculum Review and Approval (BP/AP 4020, AP 4022, BP/AP 4025, BP/AP 4100, AP 4105, BP/AP 4260, AP 4229)	• Co-chair district wide CIPD (Council on Instruction, Planning, and Development) meetings • Ensure compliance in proposed new and updated curriculum • Ensure the BOT reviews all curriculum updates • Provide all new, revised, and deleted courses and programs from each of the four colleges for action by the district CIPD. • Submit all course and program proposals and discontinuances to the Board of Trustees for review and action. • Make recommendations on districtwide matters pertaining to curriculum and instruction to the Board of Trustees and the District Mission. • Ensure federal financial aid eligibility of programs • Ensure that each course to be offered by any of the PCCD colleges (except community service classes) shall be	• Identify community curriculum needs • Work with instructors to develop curriculum for community education classes • Support marketing of community education classes • Ensure that all curriculum, courses, and programs, are in alignment with the CCCCO guidelines, Title 5, and Education code. **Vice President of Instruction**	• GAP: CIPD became a battle-filed for 4 colleges rather than collaborative one to serve our students. • Needed Function: Consider CIPD that functions as a collaborative entity to advance student access and equity, not to shut down certain programs in fear of losing one's enrollment. • **CORRECTED** As far as I am aware, Curriculum Review (Curriculum Committee) has nothing to do with development or promotion of class schedules • **CORRECTED** As far as I am aware, Curriculum Review (Curriculum Committee) has nothing to do with facilitating registration of students or

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	reported/approved by the State Chancellor's Office before the course is offered • Review and request updates to PCCD APs as it relates to curriculum matter. • Oversee Peralta's Uniform Course Numbering (UCN) system • Provide guidelines for college-to-college consultation requirements for curriculum development • Ensure uniform implementation of Curriculum management system platforms to ensure consistent reporting via MIS system, ASSIST and others. • Provide curricular related training to faculty and administrations as needed • Establish guidelines for effective course delivery, such as term for course proposals, distance education, credit and clock hour consistency, and credit for prior learning, etc • Provide annual training to college curriculum committee leads to discuss pressing curriculum updates and Ed code updates • Provide colleges and the Office of Human Resources with district wide discipline lists to comply with minimum qualifications requirements Vice Chancellor of Academic Affairs and Student Services		payment for courses.
Data Management	District Information Technology Department **Infrastructure Technology**	Instructional Technology • Implement projects approved by	• Gap: Adequate and ongoing PeopleSoft training needed to

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PeopleSoft ERP, Canvas Office365, password resets, and Helpdesk Counseling appointments (SARS) BI Tools CurriQunet Library Resources Maxient Conduct Manager Terradotta, Campus Logic Connect Ed Handshake Credit for Prior Learning Peralta Apprenticeship AIM - Accessible Information Management	• Prepare RFP's for large IT projects • Prepare documents for Board Approval • Maintain Enterprise Resource Planning System in conjunction with designated Team Leads/Product Experts • Protect the data and maintain the security (Data Custodian) • Process for security on data sent to offsite companies, externally hosted • Facilitate systems that connect/share data with ERP. • Evaluate the security of external applications. • Provide data access for institutional research department • Maintain and update district servers • Download and securely transmits data pulled daily and sent to third party hosted software applications (e.g. Medicat) • Develop policy on use of 3rd party hosted- data Chief Technology Officer **Business Technology** • Monitor and maintain data integrity through business rules • Provide consistency and external data reporting • Maintaining a relevant data dictionary	the District/Board • Enter correct data • Validate/check data and report • Technical support for reports on specific topics such as enrollment, program review (analysts) • Test PeopleSoft modules to support functional implementation of updates Vice President of Administrative Services Local IT Department (not distributed the same on each college – sometimes siloed in other areas like a lab, library, business/accounting dept. etc) Institutional Research (varies at colleges) Financial Aid Directors	maximize the capabilities of the software modules • Gap: Varied levels of access to data in PeopleSoft for campus researchers • GAP: Lack of equity-based data dashboard • GAP: Organization of current BI tool and Power BI to be reorganized so that the data access is easy and straight forward (no manipulation of data by the users) - requests have been made in the past

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	• Develop and provide operational reports for college and District staff. • <mark>Maintains access of the data.</mark> VC Finance & Administrative Service Director of Fiscal Services & Financial Aid Vice Chancellor of Human Resources Vice Chancellor of Academic Affairs & Student Success Associate Vice Chancellor Institutional Research		
Distance Education **(AP 4105)**	• Facilitate communication and collaboration among the colleges and statewide initiatives, for example the CVC-OEI. • Establish and maintain DE project timelines and priorities for the purpose of assuring related activities comply with established standards, consortium requirements, regulations, policies, and procedures. • Collaborate and provide updates to district wide committees (DAASSC, DAS, DTC…) • Coordinate and support Peralta Online Equity Initiative. • Directs the development and implementation of CVC-OEI student exchange program. • Collaborate with the IT and District Technology Committee to collaborate on designing new technology for student success. • Collaborate with college leadership to	• Ensure courses are correctly identified as approved for delivery through distance education in COCI and in local course data. • Collaborate with Distance Education Coordinators in development of and the offering of professional development opportunities for faculty. • Collect and send IT issues to Director of Academic Affairs • Provide support and instruction on using LMS to students • Primary role for participation in the statewide initiative of CVC-OEI. • Manages college level DE projects. • Provides leadership and guidance of the Distance Education (DE) program, including federal and state guidelines. • Represent the college on local and district DE Committees, the statewide	•

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	assemble and maintain a current District list of AP4105 compliance. • Coordinates and directs educational planning activities and professional development to monitor and evaluate programs that meet District and faculty needs and enhance the educational effectiveness of online class offerings. • Develop district DE plan that aligns with college DE plans and lead the projects to achieve the goals determined by the District DE Plan. • Develop and provide technical resources for the district's LMS and the district help desk. • Ensure the effective use of LMS through report generation, course building process, design, security, external tool integration and maintenance. • Provide 24/7 help desk support to students and faculty. • Usher agreements for related educational technology and faculty training contracts and assess LTI services. • Provide training and resources on LTIs (external tools) and educational technology. • Obtain, manage, and assess all LTI contracts and services. • Develop tools, resources, and training related to district-wide teaching and learning technologies.	Distance Education Coordinator Organization (DECO), and local POCR team. • Collaborate with instructional designers and POCR Leads. • Collaborate with college and district Professional Development. • Work on the projects and establish workgroups to accomplish the DE goals in collaboration with the other college DE coordinators. • Update and maintain College DE websites. • Collaborate with college wide committees including the college academic senate, student services, curriculum committee and professional development. Vice President of Instruction	

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	• Report any gaps or IT issues to CTO **Director of Academic Affairs**		
Dual Enrollment (AP 5010, AP 5011)	• Provide district wide support to the colleges in developing career pathways and increase offerings of dual-enrollment courses at the charter and high schools • Engage unified high school and charter districts to enter into an agreement (Memorandum of Understanding) to adopt the College and Career Access Pathways (CCAP), also known as dual-enrollment, at their schools • Ensure faculty are fully supported to successfully teach dual enrollment courses at the high school locations (i.e., audio-visual equipment, laboratory access as needed, white board markers, etc.) • Participate at various city-wide tables or meetings in support of the dual enrollment programs. • Assist the colleges in promoting programs to industries and employers. • Encourage our partners' employees who are subject-matter experts and meet the minimum qualifications or equivalencies to teach college courses by joining our qualified Adjunct Faculty pool • Recommend and provide appropriate professional development training for dual enrollment faculty in coordination with the Professional Development	• Engage faculty to work with their high school counterparts in developing career pathways and identifying courses that can be offered for dual enrollment • Evaluate requests from the high schools and determine dual enrollment courses offered each semester. • Schedule courses and assign qualified faculty members to teach the courses. • Coordinate and maintain partnerships with feeder high schools, instructors, counselors, Instructional deans, Student Services staff to support admission for special admit, dual enrolled and batch enrolled students • Coordinate on the onboarding process of dual-enrolled students, (i.e., High School, Adult School) • Provide marketing and outreach to promote programs to various community partners and organizations. • Identify and provide appropriate professional development training for faculty. **Vice Presidents of Student Services** **Vice Presidents of Instruction**	• Gap: Lack of easier way for students to enroll electronically • Gap; Dual enrollment instructors report to their deans and should be supported by their deans to successfully teach dual enrollment courses, not the district. . This is campus-level work. • GAP: Colleges should provide comprehensive support for dual enrollment students including tutoring, counseling (completion of SEP), to ensure their success and encourage further engagement at the college. • GAP: District and college should support and track matriculation and completion of dual enrollment students for certificates, AA, BA and gainful employment • GAP: College dean should attend course agreement meetings with faculty and high school leads to ensure that faculty is well set up in accordance with the PFT

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	Committee at each college Director of Academic Affairs		contract
Facilities/ Maintenance and Operations **(BPs/APs 6340, 6500 6600)**	• Prioritize repair requests • Prioritize and complete projects and repairs on the colleges sites • Adopt and enforce district-wide uniform standards for facility safety (water, HVAC) • Create and post signage at colleges (e.g. Covid safety signs etc.) • Maintain grounds • Communicate with the Director of Facilities and Operations or Facility Coordinators and Vice Presidents of Administrative Services at colleges • Perform journey-level work operating, maintaining, and repairing HVAC, plumbing, pool equipment electrical maintenance, door hardware, locks, and key coding. • Specialized assessments of facilities and equipment (HVAC, water, etc) • Supply safety and compliance materials for facilities as needed (water, HVAC, and ADA) Vice Chancellor of District General Services	• Direct custodial staff to clean facilities (facility director or facility coordinators) • Submit work orders for repairs to DGS • Maintain health and safety standards in classrooms • Submit requests for project needs Vice Presidents of Administrative Services	• Re-visit facility use agreements • Develop policy on facility use (e.g. evaluating long-term agreements – DGS responsibility- versus temporary uses – college responsibility) • Reconsider leasing and sub-leasing agreements and maintenance of the facilities • When facilities are leased or rented out for income there needs to be a charge-back for maintenance • Develop a structure or annual report so that colleges understand the cost of maintenance services provided by DGS • Create uniform efforts for facilities across the district (district-wide initiatives should be run by DGS) • AP: Serious shortage of engineers to repair issues. Having them directed from the district means there is not effective oversight of their daily work on the campus.

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			• This area needs serious consideration, how much of these functions would benefit from moving from the district to the college. • Gap: workorder system not used and tracking information not public. • Gap: Role of the district in communicating with the colleges about facilities repairs and updates. • Gap: Ongoing training for facilities management, water management, HVAC management operations. • Recommendation: Implementation / Utilization of customer resource management system to track all work orders/requests and maintain maintenance logs of when associated services and repairs have been performed
Financial Aid (BP 5130 AP 5130)	• Update annual global packaging rules, associated run controls, pop-updates and job set queries within PeopleSoft • Test all functions of PeopleSoft financial aid administration upon version and patch updates • Runs Financial Aid authorization process to create transmission of Common	• Submit COD reports to the District Office • Award, package and disburse Financial Aid to students • Oversees and monitors Satisfactory Academic Progress • Provides calculations for unmet need • Intake and award Federal Direct Loan	Jennifer Ma's comments in red (jenniferma@peralta.edu) **Add to District Function** • Run end of term Satisfactory Academic Progress (SAP) status. • Run end of term CCPG

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	Origination and Disbursement (COD) files • Draws down funds reported from COD reports submitted by colleges • Post all financial aid activity to student accounts • Run refund disbursement process for student accounts • Transfers funds and files to 3rd Party Administrator (Bank Mobile) for disbursement to students • Download student ISIRs and CalSIRs used for packaging and verification • Apply and maintain any system waiver requirements/exceptions as stipulated by DOE, CCPG, BOGG, etc. • Reconcile return of funds to DOE from 3rd party administrator and to the State of California as needed • Assist with fraud and forgery issues in collaboration with other offices • Perform cyclical reconciliation in coordination with colleges • Maintain accounts according to federal and state cash management regulations • Perform monthly and annual reconciliation of financial aid disbursements • Maintain and utilize District Information Technology (IT) to ensure efficient Financial Aid administration • Manage Financial Aid types and related budgets	applications • Coordinates with A & R to verify drop dates • Ensure R2T4 calculations are completed on time and based on student enrollment data • Review, approve or deny student appeals • Verification intake of student files as they pertain to State and Federal Regulations • Responsible for oversight and monitoring of Financial Aid resources • Conduct InReach and Outreach Financial Aid workshops and Financial Literacy Programs • Direct Ongoing training of employees to ensure compliance with Title IV and state regulations • Submit annual FISAP and other reports to DOE • Verify MIS data for District submission • Track Title IV recipients and reconcile title IV funds with student awards • Document Monthly Direct Loan reconciliation in collaboration with the district • Conduct reconciliation of Title IV funds Vice Presidents of Student Services (In Collaboration with Directors of Financial Aid, College Business Office)	Academic Standards. • Coordinate annual audit review. • Monitor and address Stale Dated Checks. **Add to College Function** • Complete and submit all federal and state reports, such as FISAP, BFAP). • Document Monthly reconciliation in collaboration with the district for all federal and state programs (e.g. Direct Loans, Pell, SEOG, SSCG, FWS, Cal Grant). • Collaborate with district office on financial aid annual system setup in PeopleSoft. • Report Cal Grant payments to state agency (CSAC via WebGrants). • Maintain Program Participation Agreement and institutional Title IV eligibility. • Maintain Cal Grant Institutional Participation Agreement. • Develop and maintain institutional policy and procedures to comply with federal and state regulations.

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	• Submit MIS data to the State Chancellor's Office • District contact for audit engagement activities • Create and disseminate regularly scheduled reports for college reconciliation of anomalies due to failed authorization, failed disbursement, and failed packaging • Collaborate on data collection and reporting of annual FISAP reports • Maintain in collaboration with colleges documented procedures and training for district wide financial aid administration • Maintain in collaboration with colleges an annual student financial aid handbook and related resources • Lead annual collaboration efforts on annual business system set up criteria (including testing) • Work with internal auditor on review of district efficiencies and practices • Review and support with SIS issues related to Campus Logic • Create and maintain a designated communication stream for district wide financial aid administration matters • Maintain packaging rules related to external awards (non-global), used for		• Perform annual audit reviews/fieldwork. • Manage BFAP and campus-based budgets and expenditures. BCC input • Gap: Lack of key FA personnel at the district (FA Analysts and Director) • Gap: Lack of consistency of practices throughout the campuses among FA staff

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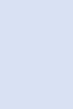| Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	exceptional student aid (e.g., HEERF) **Director of Fiscal Services & Financial Aid**		
Grant Management (BP/AP 3280)	• Ensure CA Ed Code and Federal compliance in spending and reporting • Provide support in college submission of Federal Grants • Track grant reporting and send reminders for completion to colleges • Maintain compliance for all district Academic Affairs and Student Services grants to include all budget related and reporting requirements • Track and report spending to ensure all funds are utilized • Monitors and approves reporting for Nova CE projects • Responsible for fiscal data collection **Vice Chancellor of Academic Affairs and Student Services**	• Adhere to Education Code and district policy and procedures • Adhere to District's Grants Infrastructure (guidelines, policies, and procedures). • Collaborate with the faculty in the various programs to identify needs for supplemental funding through grants or other initiatives. • Prospect for grant funding opportunities that meet guidelines including RFA's disseminated by the District. Vice Presidents of Instruction Vice Presidents of Student Services	• Gap: Lack of grants management infrastructure at district and college levels to coordinate from interest to final reporting. • Also see section of "Career Education and Strong Workforce Program"
Health Services (BP 5200/ AP 5200) **COVID has impacted this and policy**	• Develop, oversee, and direct the Health Services Initiative Project in alignment with appropriate mandated regulations to ensure compliance in accordance with the District mission, goals, and policies; include broad-based constituent input • Develop annual Health Services budget • Construct a work plan with the college leadership; Deans, VPs to coordinate Health Services on each campus • Develop the scope and direction of clinical services in consultation with the community partners; maintain currency in	• Monitor clinical practice according to Health Services, College and District policies, as well as county, state and federal regulations, and licensures • Monitor and coordinate activity of all staff assigned to health services • Provide direct services in mental and physical health services • Participate on college safety committees, or in District and State Health services activities • Monitor college health services budget	• Gap: Disconnect between mental health providers, District Coordinator and campus leads

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	• contracts and MOUs • Address day to day operational concerns and monitor clinical services delivery for safety and efficacy • Ensure that the federal rules of HIPAA confidentially mandates are adhered to and in compliance • Conduct annual research to provide comprehensive data for unit plans and forecasting services • Provide education and consultation to faculty, staff, and administrators with concerns about student mental and physical health **Vice Chancellor of Academic Affairs and Student Success**	• Ensure compliance and quality of care in the clinical practice setting • Provide campus crisis and intervention services • Prepare reports, surveys, evaluation of services • Maintain and store confidential health records **Vice President of Student Services**	
Human Resources **(Chapter 7, Human Resources BPs/APs)**	• Provide employee relations support including performance evaluations, discipline, labor negotiations, grievance management etc. • Coordinate and manage recruitment and selection • Administer and enforce collective bargaining agreements • Benefits administration including health benefits, leave accruals, worker's compensation, etc. • Plan and coordinate employee orientations and functions • Employee training and development • Oversee Risk Management Function that administers: ADA reasonable accommodation process,	• Performance evaluations • Implement improvement plans for corrective actions • Assure compliance with collective bargaining agreements • Participate in recruitment and selection • Facilitate employee training and development related to employment and legal requirements **College Administration**	• GAP Need: Greater support for accountability with employees in the form of FRISK training for management, etc.

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Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	compensation, general liability insurance program, CalOSHA and OSHA employee health and safety, etc. • Provide human resource information system management • Create and maintain employee records • <mark>Maintain a record of all employee evaluation completion and due dates</mark> • Manage the District's Equal Employment Opportunity (EEO) Program Vice Chancellor of Human Resources		

| Initiatives
Vision for Success

Guided Pathways:
For equity advancement and student success (AP 4235) | • Interpret statewide initiatives and policies to promote and leverage integration in the colleges
AB 705
• Provide district wide data and analysis
• Ensure district wide compliance on mandates
• Standardize policies and procedures
• Install PS customizations to accommodate student flow of information

Noncredit
• Create process for enrollment
• Provide training on required attendance reporting
• Install LTIs to aid hourly attendance accuracy
• Integrate transcript display into existing credit transcripts

Credit for Prior Learning (CPL) | Guided Pathways
• Monitoring/reporting Guided Pathways efforts to integrate equity-strategies, increase student success
• Plan, monitor, and report on the use of GP categorical funds to the state.
• Integrating implementation through collaboration across college departments (e.g. instruction and student services, financial aid)
• In alignment with the Vision for Success, the PCCD Strategic priorities, the colleges implement Guided Pathways structure as a foundation for student success.
• Providing authentic, specific support for students in these paths
• Assessment of these specific initiative efforts
• Institutionalize the initiatives and strategies
• Ensure pathways are created that | Missing college role on GP:
ADDED
Plan, monitor, and report on the use of GP categorical funds to the state. |

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	• Create district wide implementation plan • Develop display for transcript records • Coordinate district side discipline meetings • Track district wide data and provide analysis **Vice Chancellor of Academic Affairs and Student Success**	accommodate part-time students • Integrate the Guided Pathways essential practices into the strategic goals of the college • Establish and maintain an engaging Areas of Interest webpage • Identify funding to further the pathway work after Guided Pathways funding is exhausted AB 705 • Implement AB 705 for Math, English, and ESOL as part of the Pathways and Equity advancing focus • Develop and implement curricular changes to meet the state mandate. • Work with math, English, and ESOL faculty to continuously improve student outcomes • Coordinate with IT for program updates to allow enrollment without pre-requisite completion Credit for Prior Learning • Implement CPL courses and student support Noncredit • Colleges develop NC/CDCP as appropriate including CE focus to	

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
		enhance pathways from adult schools, community-based organizations, high schools, and other partner organizations Vice President of Instruction Vice President of Student Services	
	•	•	•
Institutional Research (BP 3225, BP 3250, BP 5300, **AP 3225, AP 3250, AP 5300)**	• Provide data to colleges on information and research to support (e.g. Strategic plan, EMP, SEM, Facility and Technology Plans) • Shepherd input from participatory governance related to goals and planning for the district • Provide data and evidence to inform priorities and goals for all planning documents for the district • Implement district-wide plans • Provide the district and colleges with information and research to support planning, assessment, accreditation, policy formation, and decision-making • Provide leadership in organizing research and planning of key state and district initiatives (e.g., California Promise, Guided Pathways, Integrated Planning, and AB 705). • Provide IPEDS data to colleges • Coordinate with colleges on the submission of key state and federal reports (e.g., CCFS 320, MIS, SCFF, IPEDS, Project Success).	• Create college-level planning, assessment, accreditation, policy formation, and decision-making. • Shepherd input from participatory governance related to goals and planning for college • Provide data and evidence to inform priorities and goals for all planning documents for college • Evaluating the goals as in institutional effectiveness • Align college-planning with district planning, priorities, and goals • Validate MIS data, 320 data, SCFF data, IPEDS data entry, bond reports • Implement plans at college level (*Directors) • Manage website – Dashboards, Accreditation, Guided Pathways • Chair Participatory Governance Committees as Institutional Effectiveness (such as when developing institution-set standards)	• Gap- functional analyst to bridge with IT to map data and liaison between IT and someone who understands the system and allow IR to access data • GAP - orient and train (particularly new people) on the backbone – basic training for everyone at Peralta in PeopleSoft (HR function) • GAP- describe and understand institutional effectiveness and the responsible party • Issues – review job descriptions, roles, and expectations among the colleges; asymmetry makes unclear boundaries • Issues – leadership

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	• Develop and maintain Oracle BI dashboard reports and PBI reports. • Provide data for Program and Annual Reviews • Designs, maintains, manipulates, and queries specialized databases and information systems to support research. • Collaborates with IT, Financial Aid, Admissions and Records, Finance, and Human Resources to ensure maintenance of data research, data warehouse systems, assist in developing data and report quality assurance processes and procedures. • Collaborates with HR, Financial Aid, Student Finance, Curriculum and Admission and Record for data validation. * • Develop and monitor external research request policies and protocols • Integrate and maintain Data Warehouse • **Develop Official IRB process** • Report Citizens Oversight Committee for bond measures *Note: This is a cross-reference for data validation provided by other district depts like Student Finance, Finance, Financial Aid, and HR and it should also be documented as their functions in their perspective sections in this document. Enrollment data and tax reports require subject matter experts to initiate reports	• Assess progress on Institutional-Set Standards and Stretch Goals and reports figures on ACCJC Annual Report. • Generate college-level student data queries and reports such as enrollment and contact lists • Develop, administers, analyze and report surveys • Direct and Complete/Support Admin in charge Comprehensive Program Review and Annual Program Updates (template design, training, committee work, provide college-specific data, consolidate resource requests) • Prepare and deliver planning retreats • Provide campus requirements and user community feedback on research data elements in Data Warehouse • Provide college end-user support for data systems • Initiate, plan, evaluate and produce required reports for all college level initiatives and grants. • Contribute to and implement IRB process • Prepare of planning and reports for Citizens Oversight Committee for bond measures • Review and manage college-level external research requests. • Serve as point of contact for college-level data requests	roles for planning are still unclear – due to understaffing • Issue – clarify website responsibilities • GAP- access to data for Bond reporting is an issue

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	Associate Vice Chancellor for Planning & Institutional Research	- Ensure local processes conform to district data quality standards - Align local data with district-wide definitions - Define local roles and access rules in alignment with district-wide standards. - Develop data and process standards to ensure proper documentation of accreditation requirements - Support learning communities to analyze outcome data for continuous improvement and innovation - Provides training on utilization of data sources for addressing program planning needs - Keeps the College and administration informed of research communications or studies pertaining to state, district, or College policies Director of College Research and Planning, Senior Research and Planning Analyst, Research and Systems Technology Analyst	
International Students (AP 4026, 5012, 5020, 5030, 5055)	- Acts as a liaison between state and federal agencies such as DSH, USCIS, SEVP, DoS, etc - Create, maintain, and update technologies specific to the international student program - Ensure international student compliance for F-1 international students - Directly recruit international students (internationally and domestically) and identify potential agency partnerships	Provide support and instruction for international students as requested and upon demand Vice President of Instruction Vice President of Student Services	- Gap: Lack of connection between International Services Office and campuses - GAP/Recommendation: (Fiscal Services and International Student Program):FTES colleges generate to serve international

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	• Provide admissions, orientations, advising, counseling, activities, workshops, and other services for F-1 international students • Oversee and manage Study Abroad programs • Act as a liaison between the colleges and district as it relates to international students and study abroad programming • Identify and coordinate international contract education opportunities • Review and update policies such as tuition fees, health insurance, study abroad processes, etc Director of International Education Vice Chancellor of Academic Affairs and Student Success		students are supporting 100% of the operation of the international student program. • Consider share % of FTES generated funds to be shared with the colleges.
Legal Contracts **(See BP 6100 6340, 6345, AP 6100, 6340, 6345, 6350)**	• Contracts for the District are currently monitored through the Contract Tracking System (CTS). The CTS system is currently monitored by the Legal Coordinator. Peralta does not currently have an internal General Counsel. • The CTS system is an IT Ticketing system. It was implemented as a temporary solution until PeopleSoft 9.2 is fully implemented. Currently there is only one legal employee who reports directly to the Chief of Staff. • Upload contracts into the CTS	• Colleges upload contracts into the CTS System • Respond to any questions presented by the legal team • Route contracts for final signatures once closed out in the CTS System. Vice Presidents of Administrative Services	• Gap: Need distinction between contracts for goods and services versus contracts for accepting funds for college operations

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	System • Respond to questions presented by legal team. • Route contracts for final signatures once closed out in the CTS System. **Vice Chancellor of District General Services**		
Marketing, Communication and Public Relations	• Provide the marketing & communication platform for email to students, employees, and community members (currently HubSpot). • Send email to students at all four colleges regarding special situations and emergencies (e.g. COVID testing policy, earthquake, air quality, power shutdowns, etc.) • Provide the platform for SMS texting to students, employees, and community members (currently SMS Zap, integrated with HubSpot). Messages provided by Colleges are sent by district staff. • Host, develop content and design District-branded websites including www.peralta.edu; https://safe.peralta.edu; https://build.peralta.edu/; and https://gems.peralta.edu/. • Provide technical support for the colleges' WordPress websites • Manage district-branded social media accounts. • Produce district-wide advertising and promotions.	Provide the content and use the system for emailing students. Provide the content for SMS texting to students. Host, develop content, and design of the college-branded websites. Manage college-branded social media accounts Produce college-branded advertising and promotions **President**	

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	• Assist colleges with college-branded advertising upon request. • Provide District "talking points" for College-level communication with employees, students, and community members • Assist with formatting and publish college catalogs (web and/or print) • Verify accuracy of public information Executive Director of Marketing, Public Relations & Communications		
Payroll – Finance & Administration **Chapter 6 Business and Finance BPs/APs**	• Create an integrated budget/financial calendar with all the budget outgoes (payroll deadline/dates, related report obligations such as Parcel Tax report) • Automate updates and messaging • Identify gaps in system control and reports that can be used for part-time budget/position control (push out status report) • Validate, in collaboration with the colleges, part-time allocation from the District to the Colleges prior to distribution • Produce finance dashboards for directing projections • Resolve issues with PeopleSoft and ePAFS when hiring and budgets should provide information to create internal controls • Enhance visibility through training for	• Align appropriate payroll with Budget cycle and budget development – Position control, validate budget source, percent, and available funding • Clarify part-time workers and position control with budget source • Solicit campus feedback from user groups on payroll processes. • Field pay questions (i.e., submission of timesheets or workload) • Schedule monthly timesheet deadlines • Notify payroll of overpayment or underpayment • Submit charge detail in the term workload (increase, decrease, late add, or cancel) assignment – part time faculty. • Notify and ensure that staff are trained and competent Vice President of Administrative Services	• Issue: the 5 pay periods makes it impossible to pay many part-time faculty accurately in the first check. It causes lots of problems and extra work on both the college and the district. • Gap: need processes clearly written down so everyone knows timelines and responsibilities on these MANY issues • Gap in General Finance operation: Budget development process – accurate and timely budget allocation to correct budget strings at each college. • *Gap in ePAFs connected to Program 9 budget strings which causes deficits in fund

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	admin to transfer funding from unfilled positions/release to part-time line items and create full accounting of resources (apply process consistently) • Identify proactive reporting areas to help stay within budgets • Processes payroll from source documents provided by the campus • Processes authorized payline updates to ProRata program for part time faculty • Prepares monthly, quarterly, and annual federal, state, and district reports • Runs and distributes ProRata program extract reports for part time faculty pay; Academic Affairs load the office hour before the extract for both spring and fall terms • Monitors and adjusts employee wages • Processes full in-house payroll, tax processing, deduction processing, net pay distribution (i.e. check printing, distribution of paychecks, direct deposit funding, etc.) • Process pay adjustments, pay reconciliations, retro-active pay • Respond to employee inquires – various in nature, some involve the college, and many do not (i.e., tax, deduction, garnishments, direct deposit, etc.) • Replace lost paychecks and stale dated paychecks • Plans and organizes payroll dates and flow for incoming, as well as outgoing	• Submit revised timesheets or revised faculty workload • Submit approved source documents: classified and student worker timesheets, classified overtime on LARs, stipend timesheets for part time faculty and corresponding ePAFS. • Submit ProRata program updates for part time faculty • Review reports for accuracy: courses for each instructor, start & end dates, along with other relevant data and makes corrections in term workload and submits changes to Payroll for capture or possible adjustment • Send banked load requests to the Chancellor for approval using right of assignment • Create a report on faculty banked load • Review/validate colleges' PT allocation with the District prior to distribution • Review quarterly analysis of Part-time expenditures Vice President of Instruction Vice President of Student Services	1 and necessitates end of term/year transfers. • GAP: PT faculty allocation to colleges are inadequate. Validation of the PT fund allocation is not in place. District's calculation of the PT faculty allocation needs to be transparent, consistent and clear. Colleges are accused of "overspending" but not enough funds are allocated from the beginning. (I.e. BCC receives 55 FT faculty backfill amount where we have 67 FT faculty: error with roughly $450 – 500k not provided) • GAP: PT faculty office hours, back-fill for sabbatical, banking and other categories are unclear as to how it is calculated. Needs transparency and consistency across colleges from the Fiscal Services/Payroll. • GAP: Lack of coordination and collaboration between Academic and Student Affairs and Fiscal services regarding Parcel Tax report. • GAP: Lack of clarity of Parcel Tax use expectations by the District. Does the district

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	activities (i.e., monthly schedules, fiscal year deadlines) • Run PFT equated hours monthly report • Reconcile and attempt to collect overpayments. The Campus will decrease a workload or cancel a class after it has already been paid to the employee which will trigger this collection process. • Payroll tracks required payline activity per term, necessary to prevent overpayments. The ProRata program is flawed and in need of some program fixes. Until then, manual intervention has been the work-around. This process is very time consuming and detailed. • Train college personnel on payroll processes VC of Finance and Administrative Services		direct the usage (in the past per the former chancellor) or do the colleges have the decision-making power to do what's right as part of the fiscal responsibility of the colleges? (meeting the regulation of Parcel Tax) • GAP/Recommendation: (Fiscal Services and International Student Program):FTES colleges generate to serve international students are supporting 100% of the operation of the international student program.Consider share % of FTES generated funds to be shared with the colleges. Recommendation: • District makes clear of consistent calculation of PT faculty allocation during the budget development period for the subsequent year to the colleges. • Provide clear direction through orientation/training to the colleges regarding PT office hour, sabbatical, banking and other backfill needs/calculations/allocation

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			during the budget development process for the subsequent year
Peralta Foundation (BP/AP 3600)	• Coordinates district fundraising and approve fundraising events • Provides accounting services for funds that are raised and/or spent from fundraising activities and Foundation programs • Administers scholarship funds • Coordinates donor communication • Oversee and approve donor recognition across District and colleges Chancellor Executive Director of the Peralta Foundation	• Executes fundraising events according to approved plan • Implement programs and initiatives that are funded through the Foundation • Report to District Foundation Office on use and impact of donor funds • Colleges award scholarships and select student applicants in collaboration with Foundation • Implement donor recognition on campus • Update the Foundation on donor contacts and communications President	• Gap: Greater coordination needed for fundraising efforts with Peralta Foundation, District, and campuses • Recommendation: Develop closer collaboration with the Peralta Foundation and partner on programs and initiatives
Planning and Budget Integration Model **(BP 6250 need 6200/ AP 6250 need 6200) (BP/AP 3250, 6300**	• Organize planning meetings • Integrate district and college mission, vision, and goals into planning • Provide all updated plans Chief of Staff • <mark>Identify and articulate priorities and goals for all planning documents</mark> • Implement district-wide plans • Provide the district and colleges with information and research to support planning, assessment, accreditation, policy formation, and decision-making	• Colleges conduct program review, program planning, and resource allocation processes. • Colleges lead the planning on items listed in BP 3250	Comments from the Institutional Effectiveness Committee: Notes: Calling this a "model" is strange, it actually is a committee not a model. In district column, the chief of staff does not

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	Associate Vice Chancellor for Planning & Institutional Research		identify all priorities, this needs to be done collectively with input from the colleges.
			Gap: Where does the college give input on planning?
			Gap: Very unclear on how the plans feed into each other, they all seem to be done in vacuums.
			Missing from college column:**ADDED**
			• Colleges conduct program review, program planning, and resource allocation processes.
			• Colleges lead the planning on items listed in BP 3250
			• Gap: Lack of clarity on how this model connects to campus committees

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Professional Development (BP 7160, No AP)	• Plan and coordinate district-wide PD Flex Days, twice a year. • Curate and share PD opportunities including trainings, workshops, resources, etc. • Provide support for college PD Committees. • Support, review, and approve PD-based faculty column advancement requests. • Organize and maintain records related to faculty participation in Professional Development Activities. Staff Development Coordinator Vice Chancellor of Academic Affairs and Student Success	• Plan and coordinate College PD Flex Days, four times per year. • Organize, curate, and promote College PD opportunities throughout the year. • Promote, review, and recommend college Sabbatical Leaves each year. • Establish and maintain college Professional Development Committees according to contract, College Professional Development Committees	• Gap: Lack of Districtwide professional development coordination for Classified professionals. • GAP Need: A mechanism to provide professional development funds and coordination to faculty and classified professionals on the campuses and district
Purchasing (BP 6330/AP 6330) (BP 6430/AP 6340) (BP 6345/AP 6345)	• Plan, organize, coordinate, direct and evaluate a variety of purchasing services for the District including contract administration, development and coordination of the District's construction bids, and projects of Small Local Business Enterprise (SLBE) and Small Emerging Local Business Enterprise (SELBE), and train, supervise and evaluate the performance of purchasing staff. • Direct the purchase, inventory control and storage of District equipment, services, supplies and material according to	• Develop and manage budgets for purchasing college items and services • Entry and approval of purchase requisitions • Communicates with employees and vendors regarding purchases • Approves budget transfers, budget journals, vouchers, and requisitions • Receives and documents goods at the campus • Ensures adequate funds are available for purchasing • Obtain bids, proposals, quotes for purchase requisition back-up	• DGS would like to propose a new structure for SLBEs • SLBE Board Policy is needed • Need to discuss and plan/restructure for sustainability • Need to discuss and plan/restructure for sustainability e.g. align sustainability standards with the maintenance ramifications • Consider Board Policy on sustainability planning • Gap: Lack of clarity around

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	established guidelines and legal requirements; ensures contractors meet the terms and conditions of contracts as agreed. • Submit all purchases over $50,000 to Trustees for approval. • Audit Calcard for compliance and adherence to AP 6330 • Review all purchasing every 60 days (BP6330) • Identify source funding for all contract extensions within the approved Annual Budget • Assess the impact of repurposing funds from originally approved budget line. • Ensure goods and services necessary for the operation of the District are obtained at competitive prices • Issue contracts and purchase orders goods, services, and supplies • Issue formal bids for contracts, goods, and services over $92,600 and for construction contracts over $200,000. • Analyze bids, request for qualifications (RPQ), request for quotes (RFQ) and request for proposals (RFP) from qualified contractors. **VC of Finance and Administrative Services** • Ensure goods and services necessary for capital outlay, maintenance and operations and related DGS support	• Review ICC before forwarding to district • Monitor Cal Cards • Ensure financial controls and guidelines are followed (e.g. CAPs and limitations) • Train staff on financial guidelines for purchasing • Initiate contract review process • Develop RFP and review for construction and public bidding • Transmit department needs and specifications for purchasing • Upload and track purchase requisitions **Vice President of Administrative Services**	the process, communication and timely payments. • Gap: Lack of clarity of admin oversight of funding source for purchases using bond, categorical, grant dollars. • Gap: Lack of clarity on AECOM role for DGS related purchases. (Fiscal Management) • Gap: Lack of coordination and collaboration of district and Colleges' functions • Gap: Lack of support & services, as well as communication to colleges regarding RFP, bids, and other key district-wide processes. No consistent and current written procedure dissemination Recommendation: • District Fiscal services provides an annual training/orientation to the colleges re: a) new process if any, b) process clarification, and other key policy and processes. Provides annual timeline of key submission

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	services are obtained at competitive prices • Facilitates planning services as it relates to new buildings and modernization of facilities • Prepare requisitions and specifications for processing informal purchase orders for items less than $96,700 and for construction contracts over $200,000 • Prepare bids, request for qualifications (RPQ), request for quotes (RFQ) and request for proposals (RFP) from qualified contractors. • DGS reviews, interviews and recommends awarding the solicitation results based upon the solicitation criteria, assuring consistency with State and Board policies and requirements. • Prepares written recommendations (Board Agenda Item) for the Chancellor to present to the Board of Trustees. • Provide technical direction on procurement and contract bidding procedures to ensure compliance with all contract requirements and problem resolution. • Facilitate planning sessions with District executives & staff, college faculty & staff members as it relates to facilities. • Responsible for the development of the District-wide Facilities Masterplan. • Facilitates vendor outreach efforts. • Interface with consultants and		timeline and share PCCD staff who deals with these areas to the colleges.

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	contractors for District facilities. • Coordinate the implementation of SLBE and SELBE outreach efforts with local associations, organizations, and agencies (local and state) through identification of sources, dissemination of information and follow-up. Participates in related fairs, symposia, and other committee meetings. • Assist with SLBE/SELBE goal setting for construction projects, promoting District's policy and programs relating to equal opportunity and non-discrimination objectives. • Propose changes to and maintain policy and procedure manuals for DGS systems • Training of department personnel in the use of computerized systems and other equipment as necessary. VC District General Services • Provide training on purchasing software in ERP to all staff Chief Technology Officer • Issue Calcards for qualified business transactions for authorized employees with minor purchases and travel expenditures • Determine spending limits for purchasing authority and a dollar limit per purchase and a monthly dollar limit		

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	Chancellor or Designee		
Risk Management	• Procure and maintain liability, property and other appropriate insurance and self-insured programs • Develop and implement systems, policies and procedures for the identification, collection, and analysis-of-risk related information. • Educate and train the leadership, staff, and business associates as to the risk management program, and their respective responsibilities in carrying out the risk management program • Lead, facilitate, and advise departments in designing risk management programs within their own departments • Collect, evaluate, and maintain data concerning patient injuries, claims, worker's compensation, and other risk-related data • Investigate and analyze root causes, patterns, or trends that could result in compensatory or sentinel events • Help identify and implement corrective action where appropriate • Serve as the organization's liaison to the insurance carrier • Assist in processing summons and claims against the facility by working with the General Counsel to coordinate the investigation, processing, and defense of claims against the organization	• Submit claims along with all supporting documentation in a timely manner • Attend trainings for specific business units • Actively monitor and mitigate risk on campuses Vice Presidents of Administrative Services	• Gap: Close the gap in communication between DGS and respective campuses. Increase the collaboration with the campuses on work orders • Recommendation: Ensure the respective campus engineering team and VPAS are tuned in to capital improvement, repairs, maintenance and other work to mitigate potential risks

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	Chief of Staff		
Safety	• Contract with safety contractors • Conduct safety checks • Report to police and file reports regarding safety incidents • Communicate with presidents about safety incidences at the college • Report crimes that occur on campus (Clery Act and Title IX) Vice Chancellor of District General Services	• Follow safety protocols • Alert DGS of any incidences or safety concerns • Supply safety materials for students and staff as needed Vice President of Administrative Services	• Evaluate community-based safety/security program • Incorporate a holistic safety program • Create a health safety and security committee and meet regularly • Assess whether the current approach to public safety is addressing the needs of the district • Recommendation: Continue to work with 3rd party vendor and ensuring staff is consistent and trained on the dynamic operational procedures
Strategic Enrollment Management **(BP 4226, 5010, 5011, 5052 5055** **AP4226, 5010, 5011, 5012, 5013, 5015, 5020, 5052, 5050, 5070)**	• Collaborate with colleges to develop annual targets for FTES and FTEF • Submit the CCFS-320 Report • Update the District SEM Plan to include college SEM goals for district wide collaboration • Report data and analytics to support Enrollment Management (IR dept) • Ensure compliance with District, state, and federal policies, rules, and regulations • Verify reports • Provide information to the Board • Align planning with colleges	• Develop and follow a comprehensive process to achieve and maintain optimum recruitment, retention, and graduation rates of students • Ensure compliance with District, state, and federal policies, rules, and regulations • Collaborate with District to develop annual targets for FTES and FTEF • Ensure strategic enrollment plans incorporate the Student-Centered Funding Formula • Develop and maintain external partnerships	• GAP: Lack of easy access to data dashboard that can disaggregate student profiles by ethnicity, etc. • GAP: Lack of eacy access to flexible data dashboard that can let colleges project enrollment based on SCFF.

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	Associate Vice Chancellor for Planning & Institutional Research Vice Chancellor of Academic Affairs and Student Success	• Validate CCFS-320 report data President	

Student Services
 	
(Chapter 5 Student Services BPs/APs)
	• Ensure BP/AP and CA Ed Code compliance on student admissions, enrollment, grades, record corrections, residency, and fees
	• Support technological advancement and innovation in serving students at the colleges. Related to:
	
	      Counseling
	
	      Orientation
	
	      Communication
	
	      Categorical Programs
	
	      Accessibility
	
	      Discipline
	
	• Develop partnerships that aid students
	• Meet with Associated Student and Student Trustee leadership to support established goals
	
	Vice Chancellor of Academic Affairs and Student Services
		• Provide academic support such as tutoring & supplemental Instruction
		    ○ Recruit, hire and schedule tutors and SI leaders
		    ○ Track and report on student usage of services
		• Direct and evaluate *Welcome Center* effectiveness
		• Oversee Admissions & Records
		• Strategize Outreach/Orientation - Targeted enrollment
		• Oversee Financial Aid
		• Manage, strategize, and evaluate effectiveness of Counseling
		• Manage and train staff and faculty on Articulation
		• Facilitate Student Life such as assisting in organizing and supporting student government and clubs
		• Ensure Student Accessibility Services (SAS – aka DSPS)
		• Manage and evaluate Extended Opportunities Programs & Services (EOPS/CARE)
		• Ensure Wellness and Mental Health Services
		• Facilitate Next Up (Foster Youth)
		• Oversee and evaluate CalWORKs
			• Gap: Lack of executive administrator for Student Services at the district level
			• Lack of standardization of staffing for student services on different campuses
			• Lack of support from District Finance due to limited staffing for student services in District finance

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
		• Promote Student Equity (Sankofa/Umoja, Puente & FYE (First Year Experience)) • Oversee and facilitate services to Undocumented Community Resource Center, Veterans and Military Services, Student Basic Needs • Facilitate and evaluate Career & Transfer Center • Confirm Data for MIS Reporting Vice President of Student Services	
Technology Development and Planning	**Infrastructure Technology** • Set standards for video-conferencing equipment in classrooms and conference rooms • Evaluate recommendations for Software and platforms • Integrate platforms with SIS, SSO, productivity tools • Oversee District Strategic Plan for information technology • Evaluate and deploy requested Learning Tools Interoperability (LTI) e.g. allows services like Voice Thread to integrate with LMS • Conduct all setup and modifications to applications • Decide on PeopleSoft platform changes requested through DTC and other committees • Lead the District Technology Committee (DTC) with technology planning and	**Instructional Technology** • Recommend platforms and software via participatory governance for systems use and policies • Communicate end-user feedback via participatory governance • Inventory software and usage (e.g. zoom phone) • Collaborate with other colleges to get better usage and coordination of software tools • Install and implement… • Recommend platforms and improvements based on faculty and student needs via College Technology Committee and college counsel for systems use and policies. • Prioritize needs for the District Technology Committee for recommendation through Program Review and resource allocation.	

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	recommends priorities • Create recommendations (as DTC District Technology Committee) to Planning Budget Committee (PBC) and to the Chancellor's Executive Cabinet • Align with the College Technology Plans in creating and updating the Districtwide Technology Plan • Automatically generate permission lists • Automate forms for student services (45 forms but the next level is automating the process to guarantee timing and process consistency) Using e-forms – will require colleges to define and align forms Chief Technology Officer **Business Technology** • Identify missing processes that would bridge institutional gaps • Create solutions and address improvements in business processes, with District IT • Propose new technology projects through the district and college participatory governance process. • Evaluate and report in quarterly meetings on internal processing to IT e.g. cost centers and controlling transfer within budget funds • Suggested a subsidiary ledger for reconciliation of any other funding received (like the one we have for	• Vet technology requests through the appropriate participatory governance committees for transparency of recommendations to DTC. • Contribute to and update the College Technology plan through the Technology planning committee • Align to the timeline and support the District Master Technology plan • Assist departments to procure equipment for classroom use • Maintain labs offices and classroom computer and A/V equipment • Update and issue laptops to employees • Dispose of equipment as e-waste Vice President of Instruction Vice President of Student Services Vice President of Administrative Services	

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	student financial aid) • Integrate and maintain platforms for online tutoring, online early alert, online counselling appointments (SARS) VC Finance & Administrative Service Interim Director of Fiscal Services & District Financial Aid Staff		
Technology Support Services and Applications PeopleSoft ERP Office365, password resets, and Helpdesk Counseling appointments (SARS) BI Tools CurriQunet Library Resources Maxient Conduct Manager Terradotta Campus Logic Connect Ed Handshake Credit for Prior Learning Peralta Apprenticeship AIM - Accessible Information Management	**Infrastructure Technology** • Maintain, repair, install, and upgrade the infrastructure and data networks including the telephone network, the district servers, and Data Center. • Administer mission critical business applications including enterprise resource planning (ERP) systems and other peripheral applications. • Set the standards for video conferencing equipment, both in classrooms and conference rooms. • Provide access for email • Maintain the email systems • Provide help desk services for LMS, SIS and other applications • Develop and maintain resources on application use, policy, and procedures • Conduct all setup and modifications to applications • Provide technical support for students (helpdesk and phone support) Chief Technology Officer • Provide the ERP business requirements to District IT.	**Instructional Technology** • Provide end user technical services including maintenance, repairs, installations, upgrades, etc. • Carry out installation tasks • Ensure maintenance of classroom technology equipment • Provide computers to teaching staff as requested. • Purchase, maintain and update, and secure College Servers (including active director servers for authentication and libraries) • Provide helpdesk and in-person phone support to college community • Provide ongoing technology training to employees on several software applications. • Assess technology training and support Local College IT Department (not distributed the same on each college – sometimes siloed in other areas like a lab, library, business/accounting dept. etc – survey IT skills potential) • Provide face-to-face sites where	**Add to college column: From IT Dept manager: ADDED** • <mark>Provide ongoing technology training to employees on several software applications.</mark> • <mark>Assess technology training and support</mark>

Draft 3
PCCD District Functional Map

11/1/2021

Function	District Role	College Role	Feedback – identify inaccuracies, gaps or missing functions. Suggest needed functions and responsible parties and provide a contact email
	• Establish the development of requirements • Provide oversight for design, and ensure quality and standards meet defined expectations • Create and execute test plans • Develop and maintain manuals and SOPs for Business processes • Update District IT concerning changes and requirements in student financial aid business processes **VC Finance and Administration Services** • Update and inform District IT about new applications or data required to comply with state or federal regulations regarding LMS, student services or instruction. • Update District IT concerning changes and requirements in student financial aid **VC Academic Services and Student Success** • Update and inform District IT about Human Resources regulations or requirements **VC Human Resources**	students can get assistance with SSO, LMS, online courses and other IT issues **Vice President of Student Services** **Vice President of Administrative Services**	