

addressed in the District employee handbook ([SMCCCD-EmployeeHandbook-201410](#)).

The Facilities Department is responsible for the maintenance and operations of campus facilities and grounds. Employees can report facility issues and request facility repairs through the Onuma electronic work order system ([SC-WorkOrderExamples-20180716](#)). Work orders are prioritized and addressed in a timely manner, and the campus Facility Manager and College Vice President of Administrative Services discuss the work orders during weekly meetings. Emergency needs such as broken glass can be reported via telephone or UHF radio for an immediate response. Facilities are systematically checked throughout the day for cleanliness and safety.

In 2016-2017, the campus completed an upgrade of all exterior lighting to improve safety around building exteriors and parking lots using Prop 39 funding. Public safety provides safety escorts to students and employees upon request. Emergency phones, designated evacuation zones and Automatic External Defibrillators (AED's) are located throughout the campus in designated areas ([SC-EvacuationandAEDLocations-Fall2017](#)). Over the past two years, the District has provided resources to upgrade door locks throughout the campus to ensure all classrooms and offices have push button or thumb turn locking capability on the interior door in the event of an armed intruder situation. Public safety also provides emergency alerts through the AlertU system ([SMCCCD-Website-AlertUInformation-20180907](#)), the Emergency Announcement System ([SMCCCD-Website-CampusAlertSystem-20180907](#)) and classroom and meeting areas on campus have an Emergency Information Zone document with pertinent information in the event of an emergency or evacuation ([SMCCCD-EmergencyResponseGuide-20170830](#)).

The Facilities Department conducts weekly safety training to ensure all employees receive necessary training to mitigate industrial injuries and illness. A District-level Facilities Safety Task Force meets quarterly to review routine safety inspection reports, departmental accident reports, and discuss best practices for safety. All maintenance certifications such as fire extinguishers, backflow prevention devices, elevators, and exhaust hoods are up-to-date and in working order. The College has an approved Hazardous Materials Business Plan in accordance with local and state requirements ([SC-HazardousMaterialsPlan-2018](#)).

Additionally, the District has identified nine initiatives related to a shared vision of sustainability across the campuses ([SMCCCD-Website-SustainabilityInitiative-20180907](#)). The College has taken this commitment further by making sustainability one of the core values of the institution in the College Mission Vision and Values Statement (MVV) and integrating

sustainability on campus in a variety of ways, both in the classroom and beyond ([SMCCCD-Website-SustainabilityInitiative-20180907](#)).

Programs such as fuel efficient preferred parking, the Community of Practice (CoP) for Social Justice and Sustainability, and the Sustainability Blitz with Climate Corps Bay Area, are offered with sustainability in mind.

The District provides a Department of Public Safety on each campus ([SMCCCD-PublicSafety-OrgChart-201808](#)), led by a Captain. Each semester, there is a minimum of one emergency preparedness drill for all students and employees ([SC-EmergencyPreparednessDrills-Fall2018](#)) and regular emergency operations center trainings and simulations for College leadership ([SC-EmergencyManagementTraining-20180530](#)). Board Policy 2.55 ([SMCCCD-BoardPolicy2.55-201803](#)) and Administrative Procedure 2.55.1 ([SMCCCD-AdministrativeProcedure2.55.1-201307](#)) outline the policies and procedure related to the Emergency Response Plan. In July 2018, the District hired its first Emergency Preparedness Manager to coordinate emergency preparedness and safety across the District.

In September 2017, the District conducted a comprehensive review of the safety and security of the three colleges. This included on-site review of physical safety, interviews with employees, and review of existing policies, procedures, and documentation. All employees and students were engaged in the process ([SMCCCD-Website-PublicSafetyStudy-20180907](#)). The culminating report made recommendations to further strengthen the safety and security of physical resources at all District locations ([SMCCCD-PublicSafetyStudyRecommendations-20180312](#)).

Evaluation

The College meets the standard. The District Board has policies and procedures in place that provide a foundation for the provision of safe and sufficient physical resources at the College. College and District administration give safety issues the highest priority. The facilities of Skyline College are designed, built and properly maintained to ensure that safe and sufficient physical resources exist that facilitate teaching and learning in support of student success and the MVV of the institution. The District provides regular assessment of facilities and equipment to ensure safety. The District provides leadership on facility and safety planning and allocates resources for continual improvement of the safety and maintenance of College facilities and equipment.

Improvement Plan

None

- III.B.2** The institution plans, acquires or builds, maintains, and upgrades or replaces its physical resources, including facilities, equipment, land, and other assets, in a manner that assures effective utilization and the continuing quality necessary to support its programs and services and achieve its mission. **(Maintenance and Replacement of Physical Resources)**

Evidence of Meeting the Standard

Skyline College's physical resources include a campus of 105-acres bounded by residential developments and the Golden Gate National Recreation Area and an off-campus site for the Bay Area Entrepreneur Center (BAEC) located in San Bruno, provide the space necessary to effectively support programs and services designed to fulfill the College mission. The building core of the campus covers 22 acres, and campus infrastructure includes 26 buildings, athletics and recreational facilities and 19 parking lots ([SC-CampusMap-2018](#)). The gross area for the campus infrastructure is 541,620 square feet and the assignable area is 367,620 square feet.

Instructional and student support program needs are the primary consideration when assessing facility use. The College relies on quantitative and qualitative measures in determining the quality of physical resources in achieving institutional effectiveness and producing desired learning outcomes. The College integrated planning process provides all programs the opportunity to request facility, maintenance, staffing, resource and equipment needs through the Annual Program Plan (APPs) ([SC-APPPrompts-2016](#)), Comprehensive Program Reviews (CPRs) ([SC-CPRPrompts-2016](#)) and Administrative Leadership Unit Reviews (ALURs) ([SC-ALURPrompts](#)). The College Cabinet reviews and prioritizes needs which, in turn, are used to inform the comprehensive District Facilities Master Plan ([SMCCCD-FinalEIRReport-FMPAAmendment-201511](#)) and related District and College plans. These plans provide the framework for facility and equipment resource allocation decisions at the District and College. A number of facility upgrades, renovations and construction have been completed over the past six years utilizing this planning process ([SMCCCD-FinalBudgetReport-SkylineCollegeCompletedProjects-2013-19-20180911](#)).

In 2014, San Mateo County voters approved a \$386 million general obligation bond Measure H for the repair, upgrade, and new construction of facilities at all three colleges in the District ([SMCCCD-BondOversightCommittee-AnnualReport-MeasureH-201612](#)). Measure H projects were identified through the planning process and selected using a comprehensive campus-wide evaluation of existing facilities and projected program needs based on the SMCCCD Facilities Master Plan ([SMCCCD-FinalEIRReport-FMPAAmendment-201511](#)). Oversight of Measure H funds are governed by the Measure H Bond Oversight Committee ([SMCCCD-Website-BondOversightCommittee-20180907](#)).

Through the integrated planning process, the College identified facility needs not fully addressed through the Measure H bond. Two capital construction projects, the modernization of Building 2 and Building 5, were submitted as part of the five-year state capital construction program ([SMCCCD-BoardAgendaPacket-2020-24FiveYearCapitalConstructionPlan-20180725](#)). As the College awaits approval for state funding on these projects, some of the facility needs have been addressed using scheduled maintenance and other funds.

During the 2017-2018 academic year, the District coordinated efforts between the three colleges to identify ways of more effectively and efficiently utilizing existing facility space due to impacts related to construction. During this process, a need emerged for scheduling software to enhance space utilization. The three colleges worked together to develop a Request for Proposal and following District guidelines selected a scheduling software vendor, Ad Astra.

The SMCCCD Facilities Planning, Maintenance, and Operations Department submits a Facilities Assessment Report as required to the State every three years as part of the overall assessment and evaluation of all District facility use ([SMCCCD-Facility-AssessmentReport-20171017](#)). The District also submits an annual Scheduled Maintenance Report to the State, identifying the College's needs for scheduled maintenance and requesting state funds for prioritized projects ([SMCCCD-2016-17AnnualScheduledMaintenanceReport-20180914](#)).

The Facilities Planning, Maintenance, and Operations team maintains and monitors all College facilities. For ongoing facility maintenance, the College uses a custodial schedule ([SMCCCD-Website-CustodialSchedule-20180907](#)), a work order system ([SMCCCD-WorkOrderRequest-20180914](#)), and project requests ([SMCCCD-Facility-ProjectRequestForm-20180907](#)). All College facilities are maintained using APPA benchmarks ([SMCCCD-APPABenchmarks-20180911](#)). Monthly quality assurance inspections for preventive maintenance are conducted and any issues identified are addressed.

Evaluation

The College meets the standard. The College's current physical resources are sufficient to support effective use and high-quality programs and services. Processes and structures are in place to ensure the needs of programs and services are considered when planning projects, new facilities, and allocating resources. Facility planning is aligned with the College mission and ultimately driven by the District ([SMCCCD-Website-StrategicPlanAndMetrics-20180907](#)) and College ([SC-StrategicGoalsInitiatives-2018-23](#)) strategic plans. The College ensures that program and service needs are met through the integrated planning process.

Improvement Plan
None

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- III.B.3** To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account. **(Evaluation of Facilities and Equipment)**

Evidence of Meeting the Standard

The College regularly assesses facility and equipment use using a multi-pronged approach. At the program level, through analysis of enrollment, load, head count, services provided, and need for enhanced or expanded service, programs—through the integrated planning process of Annual Program Plans (APPs) ([SC-APPPrompts-2016](#)), Comprehensive Program Reviews (CPRs) ([SC-CPRPrompts-2016](#)) and Administrative Leadership Unit Reviews (ALURs) ([SC-ALURPrompts](#))—evaluate facility and equipment use on an annual basis and make recommendations for replacement or enhancement. For needs that do not fit neatly into the planning calendar, the College Facility Manager meets regularly with the College President or Vice President of Administrative Services to discuss the status and needs of campus facilities. For equipment and facility needs, the individual deans are responsible to meet with the appropriate Vice President to seek either a facility modification ([SMCCCD-Facility-ProjectRequestForm-20180907](#)) or purchase equipment to address unforeseen circumstances. Each semester, division deans work with faculty to plan and optimize course scheduling ([KAD-ScheduleRequestForm-Spring2019](#)). Instructional deans utilize enrollment trends, load, head count information, faculty expertise, and program requirements and needs to optimize course offerings in developing an instructional schedule ([SC-PRIE-DailyEnrollmentReport-20180907](#), [SC-PRIE-ProductivityEfficiencyReport-20180907](#)). Ad Astra then assigns instructional rooms based on room specification and maximum capacity so space is utilized to serve the maximum amount of students.

The College also uses Ad Astra to manage facility use requests for all activities, both internal and external ([SC-Website-EventReservationsRequest-20180907](#)). The class schedule from Banner is downloaded into Ad Astra in real time and is an integral part of the overall room scheduling process. Non-instructional facility reservations are managed in Ad Astra to ensure non-instructional or external facility requests do not displace or disrupt student instruction or support services. College instructional programs have priority access to facilities. Facility use by external entities requires a facility use permit and insurance ([SMCCCD-Facility-UsePacket-20180907](#)) in accordance with Board Policy 8.80 ([SMCCCD-BoardPolicy8.80-201506](#)) and Administrative Procedure 8.80.1 ([SMCCCD-AdministrativeProcedure8.80.1-201504](#)).

Capital construction projects are planned in accordance with all local and state regulatory requirements. The District conducted an Environmental Impact Report ([SMCCCD-FinalEIRReport-FMPAAmendment-201511](#)) and went

through the California Environmental Quality Act (CEQA) process ([SMCCCD-FinalEIR-CEQA-201511](#)) for all Measure H projects. As projects are planned and implemented, logistics and campus impacts are discussed with the College during twice monthly Capital Improvement Program (CIP) meetings ([SMCCCD-CIP-Agenda-201804-05](#)).

The College continually improves facilities and equipment through ongoing assessment of classroom needs. Faculty and staff identify needs through the integrated planning process. Resource requests are discussed and prioritized through at the College Cabinet and decisions are communicated to the respective Vice President and the programs. The College also uses evaluation of needs to leverage one-time money, external grants and categorical funding to address identified areas of improvement. Examples of such leveraged opportunities are the recently renovated space within Building 2 for the Passport Office, Global Learning and Programs office space, Middle College, Veterans Resource Center and Guardian Scholars office space, Building 5 Learning Center upgrades, Building 7 Fabrication Lab, Promise Scholars office space and the Respiratory Lab ([SMCCCD-FinalBudgetReport-SkylineCollegeCompletedProjects-2013-19-20180911](#)).

Evaluation

The College meets the standard. Facilities are regularly assessed for utilization, efficiency, and to determine unmet needs. Facility use information gathered through the methods described above contributes to the annual planning process by which facilities and equipment use is examined and needs identified. The integrated planning process allows the College to evaluate and improve facilities and equipment on a planned basis.

Improvement Plan

None

III.B.4 Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.
(Long-Range Capital Planning)

Evidence of Meeting the Standard

The College uses integrated planning processes to ensure that long-range capital plans support the institution's improvement goals. Physical resource needs are identified and addressed through the Annual Program Plans (APPs) ([SC-APPPrompts-2016](#)), Comprehensive Program Reviews (CPRs) ([SC-CPRPrompts-2016](#)) and Administrative Leadership Unit Reviews (ALURs) ([SC-ALURPrompts](#)). As new facilities are planned and designed, the College uses a collaborative process to gather input and information from campus stakeholders ([SC-CampusForum-Construction-20180501](#)). The College website updates the campus and local community about current and upcoming capital projects ([SC-Website-CIP-20180910](#)).

Long-range capital plans guide decision-making through planning documents such as the SMCCCD Facilities Master Plan ([SMCCCD-FinalEIRReport-FMPAAmendment-201511](#)), the five-year state capital construction plan ([SMCCCD-BoardAgendaPacket-2020-24FiveYearCapitalConstructionPlan-20180725](#)), the Education Master Plan ([SC-EdMasterPlan-2018-22](#)) and the District Strategic Plan ([SMCCCD-Website-StrategicPlanAndMetrics-20180907](#)). The District conducts a Total Cost of Ownership (TCO) assessment of personnel needs to maintain new technology or facilities, ongoing maintenance costs, depreciation, and replacement plans for equipment. Resources related to TCO assessments are included in long-term planning to ensure facilities are sustainable and equipment is functional and modern ([SMCCCD-2020-24FiveYearConstructionPlan-20180626](#)).

In anticipation of increased building related to Measure H projects, District facilities will be preparing a plan using APPA standards for allocating staff based on assignable square footage and level of service. The plan will be taken into consideration in resource allocation multi-year budget projections. Each year the District Resource Allocation Model allocates additional resources to campus sites based on an increase in space inventory under adjustment #3 ([SMCCCD-2018-19ResourceAllocationScenario-20180912](#)).

Because SMCCCD is committed to sustainable facilities, equipment, and technology, consideration of life-cycle costs is carefully reviewed in capital planning. All proposals for new construction projects are required to include a TCO component. To minimize future custodial and maintenance costs, the College Facilities Department has been involved in the planning, design, and selection of material for new facilities. To maximize future energy savings, the College's new facilities have been designed to the Green Building Council's

Leadership in Energy and Environmental Design (LEED) certification standards ([SMCCCD-LEEDScorecard-20180914](#)).

Evaluation

The College meets the standard. Long-range capital plans are linked to institutional planning which ensure that capital projects support College goals. The District has identified the elements which comprise the TCO to use when making decisions about facilities and equipment.

Improvement Plan

None

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III.B. Conclusion

Skyline College, working in collaboration with the San Mateo County Community College District, designs, constructs, upgrades and maintains safe, sufficient and sustainable facilities to meet the College MVV. Facilities maintenance and operations is the primary responsibility of the District but works collaboratively with Skyline College in all areas related to College facilities, equipment, land, and assets to ensure College operations are of the quality and quantity to meet programmatic need. The utilization, assessment, replacement, and evaluation of facilities, operations and equipment are the primary responsibility of Skyline College in collaboration with the District. Through the integrated planning and assessment process, program needs are identified, documented and prioritized related to meeting the strategic goals of the campus and District. Finally, in the development and realization of all campus plans for facilities, the cost of maintenance, operations and upkeep of all facilities and equipment are factored into the total cost of ownership.

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III.C. Technology Resources

III.C.1 Technology services, professional support, facilities, hardware, and software are appropriate and adequate to support the institution's management and operational functions, academic programs, teaching and learning, and support services. **(Appropriate and Adequate Technology Resources)**

Evidence of Meeting the Standard

The College, in cooperation with the District, provides the technology infrastructure and resources to support the operations and enhance the effectiveness of the institution. These resources include 92 Smart classrooms, over a dozen moveable technology stations that can be placed in non-smart classroom spaces, wireless access throughout the campus, computer labs for instruction, library and student services, a CTTL Learning Space equipped with a variety of technologies for faculty to experiment with, almost 1,400 computers and 500 printers, campus-wide digital signage system, campus-wide security camera network, campus-wide event announcement system, a laptop computer check-out program, a streaming internet video system used to broadcast selected events including graduation, and a comprehensive set of administrative software services to assist with communication, budget, planning, research, scheduling and communications ([SC-TechnologyPlan-CampusTechnologyEnvironment-2018-22](#)).

At the District level, Instructional Technology Services (ITS) provides services to the College for administrative systems, network services and infrastructure, construction support, instructional technology and web services, computers (hardware and software), media support, video systems, disaster recovery, emergency contact, building management and security, and telephone and voicemail systems. ITS ([SMCCCD-ITS-OrgChart-201809](#)) is divided into four units which include desktop and media support, network services, web support services and administrative information systems.

The Director of ITS has responsibility for managing information technology for the District and advises the Chancellor on District-wide technology decisions. District ITS, through the District Technology Task Force helps inform and provide direction related to technology and its best use in support of the student experience ([SC-TechnologyPlan-DistrictTechnologyTaskForce-2018-22](#)). The Director and ITS staff also work with the College in providing assistance with the planning, deployment, and support of information technology initiatives. Decisions about services, professional support, facilities, hardware, and software are collaborative. Generally, before decisions are made concerning technology, ITS is consulted to ensure that any acquisition and/or implementations are consistent with District standards and will be supported by District ITS.

At the College level, planning and decision-making regarding technology is guided by the College Mission-Vision-Values (MVV) ([SC-Website-MVV-20180913](#)), the Education Master Plan ([SC-EdMasterPlan-2018-22](#)), and the Technology Plan ([SC-TechnologyPlan-2018-22](#)), which is developed by the Technology Advisory Committee (TAC) ([SC-Website-TAC-20180919](#)) to provide research, guidance, and recommendations for technology supporting institutional effectiveness, teaching and learning. Requests and evaluation from faculty and staff regarding program-specific technology begin at the program level through the integrated planning process that involves student learning outcome assessment, Annual Program Plans (APPs) ([SC-APPPrompts-2016](#)), Comprehensive Program Reviews (CPRs) ([SC-CPRPrompts-2016](#)), and Administrative Leadership Unit Reviews (ALURs) ([SC-ALURPrompts](#)). The College Cabinet reviews and prioritizes needs which, in turn, are used to inform decisions related to the purchase and use of technology on campus.

The TAC encourages, through its open monthly meetings, the campus community to bring forward ideas concerning technology as it applies to teaching, learning, and operations. In addition, each meeting generally includes demonstrations of a new technology that can impact instruction. Demonstrations are followed by discussion about the cost, impact, and feasibility of new technology. TAC is also active in ensuring that technology acquisitions and/or implementations are consistent with the Technology Plan, which provides detailed planning and implementation strategy for computer and related technology replacement, as well as providing direction for keeping current with technology and training.

The ITS website ([SMCCCD-Website-ITS-20180920](#)) provides information for students, faculty and staff to better use available technology and tools (email, Canvas, Office 365, Banner, Mitel Phone System, Argos, and others) and to request help if necessary. District ITS also provides a portal for faculty, staff and administration to submit technology service requests. The website also allows faculty and staff to submit and track technology-related work orders. The College enjoys an institutional culture that appreciates and respects the opportunities and solutions available in technology and online instruction. In doing so, the College adheres to five basic philosophical tenets ([SC-TechnologyPlan-Philosophy-2018-22](#)) that are used to develop the College goals related to technology outlined in the College Technology Plan and are used to assess technology related requests that come from students, faculty and staff on an annual basis through the integrated planning process.

Evaluation

The College meets the standard. The College provides, in conjunction with District ITS, appropriate and adequate technologies to support the academic, administrative and student service needs of all programs. The TAC committee

analyzes and researches current and emerging technology options for the campus. The planning process and Technology Plan are also the means to identify equipment and technology that must be purchased or replaced. District ITS provides the support to purchase, maintain and upgrade the technology infrastructure to meet the College's needs.

Improvement Plan

None

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- III.C.2** The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality and capacity are adequate to support its mission, operations, programs, and services. **(Update and Replacement of Technology)**

Evidence of Meeting the Standard

Skyline College, with the District, works through the College integrated planning process to ensure that technology resources support the development, maintenance and enhancement of all programs and services. District ITS also provides significant guidance for equipment distribution and is responsible for maintenance of equipment. District ITS maintains an inventory of campus technology that includes equipment details and date of purchase, service call records and technology utilization reports ([SC-EnrollementServicesAndCounselingComputerRefresh-20190111](#)).

The District, in consultation with Skyline College, sets standards ([SC-TechnologyPlan-AppendixE-2018-22](#)) for campus technology to be purchased and maintained. Standards for technology that connects to the administrative and instructional networks include specifications for anti-virus software and updating policies to prevent viruses and other damaging software from appearing on the District networks.

The Technology Plan includes replacement or “refresh” cycles ([SC-TechnologyPlan-AppendixBCD-2018-22](#)). There is a five-year instructional lab replacement schedule, a four-year replacement schedule for faculty and staff technology, and a four-year update schedule for smart classrooms and conference rooms. The refresh cycles help to develop multi-year allocation lists that aid the College with planning for immediate and future budget obligations ([SC-TechnologyPlan-AppendixA-2018-22](#)). It also helps reduce or eliminate interruptions to essential instruction and services designed to support students and campus operations. The lists are a reliable resource in decision making for both assessing the types and quantity of technology resources and the total cost of ownership.

Replacement cycles are developed locally through TAC in conjunction with District ITS and are based on the length of warranty, reliability and the availability of funding to cover the cost. TAC reviews and updates these replacement schedules every other year. The refresh cycle is not rigid and it adapts to align with program and service needs, increased and decreased life-span of equipment, and changes or advancements in software that may require new or updated equipment. To accommodate unanticipated technology needs, the Technology Plan recommends an annual technology budget set-aside equal to 6.8 percent of the total technology allocation.

If technology requests are not part of the refresh cycle, they may be requested as part of the integrated planning process or by District ITS. Through the assessment and evaluation of programs during the APP, CPR and ALUR processes, faculty, staff, and administration may recommend hardware and software that better align with desired outcomes ([SC-APPPrompts-2016](#), [SC-CPRPrompts-2016](#), [SC-ALURPrompts](#)). District ITS regularly evaluates system age, resource requirements and performance. If necessary, District ITS may propose upgrade recommendations to the Vice Presidents of Instruction and Student Services. Upon discussing these recommendations with all Division Deans, the Vice Presidents may include upgrades into the integrated planning process. Both program and ITS requests are reviewed and prioritized and are funded based on the availability of resources.

Additionally, the coordinator of the campus Media Center, a part of the Academic Support and Learning Technologies Division, collaborates with District ITS on the design and planning of new campus technology and procurement of equipment. Media services are provided by the campus Media Center. College media services include smart classroom support, setup and support of AV equipment for special events, video recording, and content maintenance of campus digital signage ([SC-Website-MediaServices-20180920](#)).

District ITS technicians are physically located on each campus. There are five District ITS technicians based at the College. ITS technicians assist the colleges with technology purchases that are compliant with District standard. They also work cooperatively with the colleges to develop minimum supportable standards for computers, provide regular software updates, maintain an inventory database of technology that has been installed, and install new equipment.

Evaluation

The College meets the standard. The College has an established plan and system to ensure that a current and sustainable technology system is in place to support students, faculty and staff. Schedules exist to replace and upgrade technology as necessary and to request new and or enhanced technology through the integrated planning process. Contingency funds are available to meet unanticipated technology needs.

Improvement Plan

None

III.C.3 The institution assures that technology resources at all locations where it offers courses, programs, and services are implemented and maintained to assure reliable access, safety, and security. **(Implementation and Maintenance of Technology)**

Evidence of Meeting the Standard

All College technology resources are implemented and maintained to provide reliable access, safety, and security. District ITS is responsible for securing College data and providing backup and recovery. To maintain the reliability of service hosted by ITS at the District Office, the Facilities Department installed and maintains an emergency generator to provide backup electrical power to the building for as long as necessary during a power outage. For fire protection, a Very Early Smoke Detection Apparatus (VESDA) system has been installed in the Computer Center. In the event of a fire or overheating of equipment, the VESDA systematically shuts down the equipment in the center and sets off the appropriate warnings.

District ITS also maintains a series of instructional servers strategically located throughout the campus. These servers host applications and provide storage and backup for the College's instructional labs. The instructional servers are provided and maintained by District ITS.

District ITS maintains a high-performance data network that connects the College workstations and devices to the internet and District resources. District ITS contracts with AT&T to provide 1-Gigabit, opt-E-Man circuit. District ITS through its agreement with AT&T provides the College with robust, redundant, and reliable network connectivity. Internet services are provided by CENIC and have been upgraded many times over the years; currently each campus has a 10 gigabyte connection to the internet. All buildings on campus have access to the wireless network for both public and administrative access. College-based network technology is backed up with a series of uninterruptable power supplies. This system is rated to maintain network and phone services for four hours after a power outage. In the event of a prolonged power outage, the campus minimum point of entry is equipped with a transfer switch that will allow the main data room to be powered by an external generator ([SMCCCD-Email-ITS-StandardIIIC-20181009](#)).

District ITS conducts backups for all administrative data stored on its servers on a daily basis. In addition, District ITS has a comprehensive backup strategy in place to ensure that all server-based data is recoverable. This data is written onto high-density tapes that are stored in an off-site location on a weekly basis. ITS facilities around the District host the District's security system, ACAMS. District ITS provides the network services required for this system.

The Banner enterprise “Resource Planning” is regularly updated to maintain vendor support and accommodate changes to local, state, and federal requirements. The College also participates in the Microsoft Campus License Agreement which allows ITS to install the most current releases of the Windows operating system, Office, and several other products.

Because securing College data is a high priority, numerous safeguards are in place to protect the College’s technical resources, improving security and privacy for faculty, staff, and student use of technology. To maintain network security, the colleges of the District have deployed a multi-tiered approach which includes the following: Sophos Anti-Virus and Microsoft Forefront antivirus and malware detection software to protect all desktops and servers; Microsoft 0365 Exchange Online Protection service to detect and quarantine spam email messages; Cisco Netflow to monitor and report on network connections; and Microsoft Group Policies which are applied to District owned and managed PCs to protect them from malware, malicious plug-ins, file attacks and unauthorized software installation in instructional computer labs. Further, a new firewall solution consolidates many network security solutions. The firewall can detect and control unauthorized network intrusion as well as block peer-to-peer services, malware, and viruses to prevent faculty, staff, and students who use the District’s network from being redirected to known malicious websites. Network service is divided into three virtual networks. The administrative network, the District’s highly secure network used by College employees, requires authentication to provide access to administrative services and records like Banner ([SMCCCD-Email-ITS-StandardIIC-20181009](#)). An instructional network used in instructional laboratories has access limited to that specific lab and the internet. And, a public network providing access only to the internet is available to students and the campus community, but shut down between 11 p.m. and 6 a.m. daily.

Service and support is provided through a centralized help center that uses a web-based tool to enable users to place repair orders and track their status through completion ([SMCCCD-Website-ITSRequest-20180920](#)). Requests are processed by District ITS and assigned to the locally based ITS technicians for remedy. Response time is usually less than 24 hours. District ITS surveys end-user satisfaction with the service ([SMCCCD-Example-WorkOrderandSurvey-20180712](#)).

Evaluation

The College meets the standard. District ITS is responsible for assuring that all technology resources are maintained to assure maximum reliability access, safety and security. A redundant model is in place to ensure system availability in case of component failure or unforeseen circumstance. District ITS provides the support to purchase, maintain, safeguard and upgrade the technology infrastructure to meet the College’s needs. A robust help center function is

available so that all requests can be prioritized and addressed quickly and efficiently.

Improvement Plan

None

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- III.C.4** The institution provides appropriate instruction and support for faculty, staff, students, and administrators, in the effective use of technology and technology systems related to its programs, services, and institutional operations.
(Technology Instruction and Support)

Evidence of Meeting the Standard

Skyline College provides appropriate professional and technical development training to support faculty, staff, and administrators through the Center for Transformative Teaching and Learning (CTTL). The CTTL ([SC-Website-CTTL-20180418](#)) serves as a hub of innovation and professional development where faculty, staff, and administrators can find resources and opportunities on the effective use of technology and technology systems to help strengthen student learning, engagement, support, and success.

The CTTL Instructional Design (SC-Website-CTTL-Instructional Design – 20180920) & Technology ([SC-Website-CTTL-InstructionalTechnology-20180920](#)) staff and faculty provide one-on-one help and facilitated workshops, brown bags, workshops, trainings and presentations, including CTTL on the Go provided to Division meetings upon request ([SC-Website-CTTL-20180418](#)). This support aids faculty, staff, and administrators in distance education, educational technology, pedagogy, curriculum design, assessment design, multimedia training and production, accessibility, etc. Campus members can not only participate in these professional development activities but also propose to lead an activity.

An example of the support offered to faculty through the CTTL is the Canvas and Online Pedagogy Training ([SC-Example-CanvasandOnlinePedagogyTraining-20180906](#)) required for all faculty that teach on-line. The training, done in-person and online, is divided into five units that are completed on a weekly basis. The outcome of the training is to develop a course that, through consultative review involving the CTTL Distance Education team, can be offered in an online or hybrid format. Faculty cannot teach online without completing the training and submitting their course for review.

For students, the Learning Tech Support desk is located in the Library next to the drop-in computer lab ([SC-Website-Library-LearningTechnologySupport-20180911](#)). Library staff assist students with in-library printing, scanning, photocopying or working with computers (as well as in room 5200A). The support desk also provides support for Canvas, WebSMART, programs such as Microsoft Office 2013, and various Google apps to aid student success. They do not fix hardware issues, remove viruses, or install software. Support is focused on learning technologies and tools to aid students in their academic work. For general support via email, chat or phone, students can visit online tools for Canvas, WebSMART and My.smccd.edu.

Evaluation

The College meets the standard. Technology and pedagogy training are readily available to all faculty through the CTTL. The CTTL also provides frequent training opportunities for faculty, staff and administration in the usage of both hardware and software critical for supporting students and operational needs. Through the Library and via email, chat or phone support, students have access to instruction and support for their use of technology.

Improvement Plan

None

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III.C.5 The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes. **(Policies for Technology in Teaching and Learning)**

Evidence of Meeting the Standard

Skyline College has policies and procedures in place that are specifically designed to ensure the safe and appropriate use of technology within the District. The guiding policy that is used for students, faculty and staff is located in Board Policy 2.34 Computer and Network Use ([SMCCCD-BoardPolicy2.34-201304](#)), Policy 2.35 Use of District Communications Systems ([SMCCCD-BoardPolicy2.35-201305](#)), Policy 2.35.1 Access to District Email Procedure ([SMCCCD-AdministrativeProcedure2.35.1-201410](#)), Policy 2.36 Use of Student Email Addresses ([SMCCCD-BoardPolicy2.36-201101](#)), Skyline College Computer Use Policies for Students ([SC-Website-ComputerPolicyforStudents-20180921](#)) and Skyline College Use of Technology in the Classroom Policy ([SC-Website-Catalog-UseofTechnologyinClassroomPolicy-20190411](#)). These policies and procedures are referenced as necessary in the orientation of new employees.

Other policies and procedures in effect include the following: ([SMCCCD-Website-BOT-PoliciesProcedures-20180418](#))

- Board Policy 2.40 Public Records ([SMCCCD-BoardPolicy2.40-201203](#)) and Administrative Procedure 2.40.1 Public Records ([SMCCCD-AdministrativeProcedure2.40.1-201209](#))
- Board Policy 6.32 Intellectual Property ([SMCCCD-BoardPolicy6.32-201304](#)) and
- Administrative Procedure 6.32.1 Educational Materials: Distribution of Academic Presentations ([SMCCCD-AdministrativeProcedure6.32.1-201210](#))
- Board Policy 6.33 – Use of Copyrighted Materials ([SMCCCD-BoardPolicy6.33-201303](#))

Evaluation

The College meets the standard. The policies and procedures of Skyline College are prescribed by the Board. These policies and procedures are part of the College's commitment to protecting students, faculty and staff while guiding the appropriate use of technology.

Improvement Plan

None

III.C. Conclusion

Skyline College views technology as a means to an end as opposed to an end in itself. As such, working in collaboration with the District ITS, Skyline College provides the infrastructure, hardware, software, facilities, support, and services to meet the College MVV. The primary responsibility for technology infrastructure, procurement, inventory, hardware, software, and database support systems resides with ITS who works in collaboration with Skyline College's Academic Support and Learning Technologies (ASLT) Division to make sure all equipment and software are reliable, accessible, and secure. The ASLT Division has the primary responsibility for planning, facilities, professional development, and support for technology that meets programmatic need and the strategic plan of the College and District. Through the integrated planning and assessment process, the Skyline College Technology Plan has been developed and implemented to meet current needs and provide guidance for future decisions related to technology. The use of technology on campus and at the District is regulated by established Board of Trustees policies and procedures.

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III.D. Financial Resources

III.D.1 Financial resources are sufficient to support and sustain student learning programs and services and improve institutional effectiveness. The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. (Eligibility Requirement 18) **(Planning: Allocation and Management of Financial Resources)**

Evidence of Meeting the Standard

Skyline College is one of the three colleges within the San Mateo County Community College District (SMCCCD). Fiscal policies and procedures are codified as Board Policies and Administrative procedures to guide the effective management of fiscal affairs in a manner which ensures fiscal stability and integrity in the allocation of resources. As part of the District, Skyline College complies with established policy and procedure, regulations, and accepted accounting practices in managing its assets, cash, revenues and expenses ([SMCCCD-AdministrativeProcedure-8.00.1-201212](#), [SMCCCD-AdministrativeProcedure-8.11.1-201207](#)). The District employs the California Community Colleges Sound Fiscal Management Self-Assessment Checklist as a benchmark to gauge long-term and short-term financial sustainability. Annual third-party audits document the District's adherence to prudent financial management standards ([SMCCCD-BoardAgenda-20180124](#)), and audit results are presented to the Board of Trustees and posted on the District website. Over the last three years, the District's annual audits have been unqualified with no material findings nor audit adjustments. The College has an Education Master Plan that is integrated with the District Strategic Plan and Facilities Master Plan. The College receives funding for the implementation of these plans through the resource allocation model.

The financial resources of Skyline College are sufficient to support learning programs and services and to improve institutional effectiveness. In fiscal year (FY) 2017-2018, more than 15,500 students attended the College, generating 7,116 Full-Time Equivalent Students (FTES) ([SC-320AnnualReport2017-18-20180927](#)). The College's overall expenditure budget for FY 2017-2018 totaled \$57,154,381, comprised of the general unrestricted fund of \$43,922,700 and restricted funds of \$13,231,681 ([SMCCCD-FinalBudgetReport-2018-19](#)). For FY 2018-2019, the unrestricted general fund expenditures are anticipated to be \$46,198,269 ([SMCCCD-FinalBudgetReport-2018-19](#)). This budget provides for the general operating expenses of the institution. Personnel costs comprise 93 percent of the College's unrestricted general fund budget, and the remaining 7 percent is allocated for supplies and materials, other operating costs and capital outlay. The cost of facilities maintenance, utilities, public safety and

other property, plant, and other capitalized asset costs are managed and funded directly by the District.

The College also receives restricted funds for state-funded categorical programs, externally funded grants, and local revenue such as health fees. In FY 2017-2018, the College was awarded \$7,202,271 in new grant funding ([SMCCCD-FinalBudgetReport-2018-19](#)). Prior to application and during the effective period of any award, the College leadership evaluates grant objectives and guidelines to ensure that activities are aligned with the College Mission-Vision-Values (MVV). These restricted and unrestricted fund sources sustain the financial support for instructional programs, student services, and enhanced institutional effectiveness.

The District is community-supported. Local property tax revenues and student enrollment fees exceed the eligibility threshold for state general apportionment. The Education Protection Account from Propositions 30 and 55, Lottery funds from Proposition 20, proceeds from the dissolution of California Redevelopment Agencies, and interest income provide additional sources of financial support ([SMCCCD-FinalBudgetReport-2018-19](#)). The District annually provides the College with three-year projections to facilitate short-term and long-term planning. All recent projections indicate that the District financial position is adequately funded for both contingent and planned expenses for the 3-year planning period. The District regularly maintains reserves in the unrestricted general fund that exceed the state's recommended minimum reserve of 5 percent ([SMCCCD-ThreeYearRevenueProjections-20180928](#)).

The institution also receives non-state funding to support educational initiatives. The SMCCCD Board has successfully led efforts to gain three voter-approved financial support measures since 2001. In November 2014, the voters of San Mateo County approved Measure H, a \$388 million capital outlay bond to construct and improve educational facilities at all three campuses in the District ([SMCCCD-FinalBudgetReport-2018-19](#)) according to the District's Facilities Master Plan. The College is utilizing these proceeds to build an Environmental Science Building and STEM Center, renovate both the Pacific Heights building and Loma Chica Child Development Laboratory Center, and improve Parking Lot L.

Evaluation

The College meets the standard. The College has sufficient revenues to support educational improvement and innovation. As a community-supported district, SMCCCD's property tax revenues combined with enrollment fees far exceed the state determined revenue limit and are a more stable source of funding to the District than state apportionment. Finances are managed in a manner that ensures short-term and long-term financial sustainability. Resources are allocated within the District and across the College using a

process that is discussed in [III.D.2](#) that prioritizes key investments in specific programs and initiatives which build institutional effectiveness and enhance student success. The District annual audit reports reflect the College's commitment to financial integrity and sustainability. The College will continue to develop partnerships and seek grant funding which further strengthen the College's portfolio of instructional, student-serving, and workforce building activities.

Improvement Plan

None

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- III.D.2** The institution's mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner. **(Planning: Integration, Policies, and Practices)**

Evidence of Meeting the Standard

The Skyline College Mission-Vision-Values (MVV) Statement is the basis that guides selection and prioritization for financial planning, and ensure that financial planning supports and is integrated with institutional planning in a fundamental way ([SC-Website-MVV-20180913](#)). While the MVV is referred to continually in College decision-making, the College formally reviews the MVV and other institutional statements every three years. The Education Master Plan also provides key strategic direction for College goals that guide financial planning and decision-making ([SC-EdMasterPlan-2018-22](#)).

Financial and personnel resources are allocated to programs and services through an integrated, deliberative planning process that uses program review as the primary mechanism for identifying specific areas of need or opportunity. Strategic Planning Online (SPOL), a software tool for planning and budgeting, contains several key inputs: the Annual Program Plan (APP), the Comprehensive Program Review (CPR), and the Administrative Leadership Unit Review (ALUR). These planning documents, informed by student learning outcomes analysis, help identify resource needs including personnel, facilities, and equipment. The ALUR provides essential decision-support information to the “FTEF Process” which determines the count and assigned division for full-time, permanent faculty hires. The ALUR is also used to evaluate and prioritize requests for other classified and administrative roles. Each request, submitted by division deans and directors, require a complete business case, operational data, and justification as to how the proposed role will advance the goals of the College.

The CPR analyzes and documents how a given program aligns with the College’s MVV and Strategic Plan. The CPR highlights areas of strength, describes assessment results, and requests resources needed to make improvements. Personnel requests, funding allocations, facilities improvement, and technology purchases are initiated using this program review process. In recent years, the College received a grant from the State Institutional Effectiveness Partnership Initiative (IEPI) for \$150,000 to review and improve practices for planning, budgeting and enrollment management. Based on the IEPI team analysis, Skyline College decided to implement both SPOL and Ad Astra, software for optimizing enrollment management and facilities scheduling, in FY 2017-2018. For FY 2018-2019, the College began using SPOL to house the APP, CPR, and ALUR ([SPOL-Dashboard-20180917](#)) evaluation processes.

Items requested in program review are prioritized at the department and division levels. The College has various funding sources to meet the College's needs. Compiled resource requests can be categorized by funding source, such as Fund 1, Categoricals, instructional equipment, and the like, which are then considered and prioritized by the appropriate planning council with a funding recommendation made to the Executive Council.

The College adheres to policies and procedures that ensure sound financial practices and financial stability. The College Business Officer and Finance and Operations Manage work closely with College administrators and the Strategic Planning and Allocation of Resources Committee (SPARC) to review reports, compare expenditures to budget, and to consider developments posing substantive fiscal impact. Permanent payroll ("position control") comprises 92 percent of the total institution expenditure budget. Position control reports are monitored continually throughout the fiscal year for correctness by both central administrative budget staff as well as at the division level. Many roles distribute effort and cost across several funding sources ("labor distribution") hence position control is also monitored continually for complete, correct, compliant expenditure of grant funds. Furthermore, position control reports are distributed annually to program managers for longer-range planning of costs, effort, impact, and financial sustainability.

Consistent with District guidance and practice, the College operating budget includes an ending balance each year that maintains a reserve for emergencies and contingencies ([SMCCCD-FinalBudgetReport-2018-19](#)).

The SMCCCD Executive Vice Chancellor provides regular budget information to the Board of Trustees, including timely updates that apprise the Board at all stages of the budget planning cycle: tentative budget, adopted budget, District innovation fund projects, and annual budget reports ([SMCCCD-BoardAgenda-20180912](#)). The Board approves the annual budget and external audit reports in an open public session ([SMCCCD-BoardAgenda-20180912](#)). Senior leadership and decision-makers from each college regularly attend board meetings, and all information presented to the Board is publicly available ([SMCCCD-FinalBudgetReport-2018-19](#)).

The College President and Administration regularly present enrollment, instructional, financial and operational information to key constituencies and decision-making bodies through the governance processes, committees, working groups, and general communications. Budget information is presented to the SPARC and committee members deliver information to their stakeholders and gather input from their constituencies ([SC-Website-SPARC-20180418](#)).

Detailed financial information is available to the College through Banner enterprise resource system and WebSMART information system. Managers,

staff, and decision-makers have access to financial information and reports at the department and division levels. The College Business Office provides regular financial reports and oversight for division budget administrators.

College financial practices are designed to limit the risk of erroneous, fraudulent, or imprudent expenditures. The workflows for requisitions, expenditures, contracts and procurement card transactions require approvals from division administrators, the College Business Office, and when above specific dollar-defined thresholds, Vice President approval *prior* to initiating a transaction. Similar permission and oversight frameworks are followed for budget transfers, expense reimbursements, independent contracts, and petty cash transactions. Managers review and reconcile expenditures against budget continually. The effectiveness of these financial controls is demonstrated in the District annual audit report ([SMCCCD-FS-AuditFinal-20180630](#)).

Additionally, the District purchases insurance to mitigate financial and operational risk. The District utilizes a \$350,000 deductible for its workers compensation insurance, and the estimated liability for incurred but not reported costs is fully funded. The District completes an actuarial study each year for workers compensation to determine the rate. The District maintains property, inland marine, boiler and machinery, and liability insurance with a deductible of \$150,000. The District budgets for insurance claims within the deductibles and maintains a reserve for claims ([SMCCCD-FinalBudgetReport-2018-19](#)).

Evaluation

The College meets the standard. Financial planning and resource allocation is integrated into the College planning processes and aligned with the institution's mission and goals. The development of the annual general fund budget is guided by the College's MVV and goals, the SMCCCD Board of Trustees goals, District Strategic Plan and the College Strategic Goals and Initiatives. The College's resource allocation process supports funding needs identified through the program review process. The District and College have a variety of financial controls in place to ensure fiscal stability including Board Policies and Administrative Procedures that guide the budget development process. The District's fiscal management and maintenance of sufficient reserves is designed to limit the impact of cash flow deficiencies from delayed revenue streams. The District has sufficient insurance to protect core operating assets and liability. Areas covered by self-funded insurance are currently supported by sufficient reserves to a range of financial emergencies.

Improvement Plan

None

- III.D.3** The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets. **(Planning: Financial Planning and Budget Development)**

Evidence of Meeting the Standard

The District and College have established clearly defined policies and procedures for financial planning in budget development and provide constituent groups with opportunity to participate in developing plans and budgets through the participatory governance process. The District uses a Resource Allocation Model that is reviewed by the District Committee on Budget and Finance (DCBF), a subcommittee of the District Participatory Governance Council (DPGC) ([SMCCCD-Website-DCBF-20180914](#)). The Resource Allocation Model determines the distribution of unrestricted general fund resources among the three colleges, the District Office, Facilities and Central Services, and serves to ensure allocation of resources through alignment with state guidelines. The District Budget Planning Calendar is developed in consultation with the DCBF and adopted by the Board in January each year ([SMCCCD-IntegratedDistrictBudgetCalendar-2018-19](#)).

The District calendar provides timelines for planning at the colleges, District, and Board, as well as when discussions and decisions are made by the Board. The calendar encompasses the whole fiscal year and concludes with the adoption of the final budget. Budget development at the College is completed with the timeline and submitted to the District.

DCBF is a District-wide participatory governance committee with representation from all constituencies at the three colleges. Members review the District general fund budget, state budget, revenue projections, budget assumptions and the resource allocation for the District's tentative and final adopted budgets, the District's annual budget and planning calendar. DCBF makes recommendations to the Chancellor and Board of Trustees. The committee receives information concerning enrollment, ongoing commitments, trends in revenues and expenditures, cash flow, insurance, reserves, and long-term liabilities. The College has four seats on the DCBF. The committee meets regularly during the fall and spring semesters, with the locale rotated between the District and campuses. Meeting minutes, agendas, and reports are posted on the DCBF website ([SMCCCD-Website-DCBF-20180914](#)).

SPARC and the College Governance Council are broad-based committees with members who have been appointed by the various campus constituencies including faculty, staff, administrators and students. In addition to committee public websites, the committee members report information to their constituency group and members of the relevant constituencies provide input to be considered or acted upon by the committees.

SPARC provides a venue for dialog regarding resource allocation in support of the College MVV. The Academic Senate President, the Vice President of Administrative Services and the Dean of Planning, Research and Institutional Effectiveness (PRIE) serve as committee tri-chairs. The President and a representative from the faculty bargaining unit serve as ex-officio members. Three members represent the College at the DCBF. This allows for information to be communicated between the College and District committees. Committee members can access SharePoint participatory governance website for agendas, minutes and informational handouts ([SC-Website-SPARC-20180418](#)).

SPARC hold regular meetings during the academic year and publish meeting notes in Skyline Shines, which is emailed to all Skyline College, District Office administrators, Board of Trustees and sponsors of the President's Breakfast ([SC-Website-SkylineShines-SPARCMeetingUpdates-20190415](#)).

The College receives the initial annual budget allocation from the District and allocates resources for three major cost areas: permanent personnel, hourly personnel, and operating costs. The Vice President of Administrative Services is responsible for creating the tentative budget in May and presents budget scenarios to SPARC for review. SPARC makes a recommendation of a balanced tentative budget to CGC ([SPARC-Minutes-20180510](#)). The budget recommendation is then sent to the President for final review and approval before submission to the District.

The Executive Vice Chancellor uses the tentative College budget approved through the governance structure to complete the District tentative budget. In accordance with California Education Code, the SMCCCD Board of Trustees adopts the District tentative budget by June ([SMCCCD-BoardAgenda-20180621](#)). Upon adoption of the statewide budget and final San Mateo County property tax revenue, the District provides a revised Resource Allocation Model with adjusted revenue so the College can prepare a final (adopted) budget accordingly. The Board of Trustees adopts the final budget in September meeting ([SMCCCD-BoardAgenda-20180912](#)).

The District SharePoint site for Budget contains budgeting materials including the budget development calendar, meeting agendas, and minutes of the District Committee on Budget and Finance, the District's tentative and annual budgets, and the District's external audit reports ([SMCCCD-Website-DCBF-20180914](#)).

College resource allocations support the strategic goals by providing resources identified in program review. In addition to program review, departments have opportunity to submit resource requests for consideration through the ALURs. This process ensures that institutional needs, such as replacement of equipment in classrooms, are included in the development of the budget and

allocation of resources. Resource requests must provide evidence of supporting the College mission ([SC-Website-MVV-20180913](#)) and Education Master Plan goals ([SC-EdMasterPlan-2018-22](#)). When making allocations, SPARC uses the MVV and Education Master Plan to establish priorities in alignment with the mission and strategic directions in order to evaluate requests.

Evaluation

The College meets the standard. The College has clearly defined processes and guidelines for financial planning and development. District established processes for financial planning and budget development are communicated to the College and made available. The College participatory governance policies ensure that all major constituencies are represented throughout the budget development and planning process. The institution's budget processes and feedback are coordinated through activities at SPARC and DCBF. Membership on both committees represent the major constituencies of the three colleges, including faculty, staff, and students. The consultative communication between the College constituencies and the District for budgetary, financial, and planning purposes ensures information is timely and disseminated.

Improvement Plan

None

III.D.4 Institutional planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements. **(Fiscal Responsibility and Stability)**

Evidence of Meeting the Standard

Institutional planning at Skyline College reflects realistic assessment of financial resources availability, development of financial resource, partnerships and expenditures requirements. The annual budget calendar provides the timeline for components of the budgeting and integrated planning process ([SMCCCD-IntegratedDistrictBudgetCalendar-2018-19](#)).

As a community supported District, general unrestricted revenue has been relatively stable and predictable. The District Resource Allocation Model is designed to be simple, predictable and stable, to protect the integrity of base funding, accommodate both strong and lean fiscal years, and be in accordance with the District's mission and goals. Growth is driven by changes to the international student headcount. Three-year financial projections allow the three colleges, District Office, and Facilities to forecast their allocations and expenditures. The Resource Allocation Model also has built-in adjustments for cost increases due to inflation, facilities funding as square footage changes, compensation and benefit adjustments, and demonstrated ([SMCCCD-2018-19ResourceAllocationScenario-20180912](#)).

District estimates of revenues from property taxes which include one-time and continuing funds from redevelopment agencies are equally pivotal. An annual estimate of the available resources and associated budget assumptions is furnished by the District. Thus, the College budget balances current impact with prudence to ensure that resources are adequate for permanent commitments, such as position control, to the College general fund not only in a given fiscal year but sustainable for a future, continuing steady-state.

Based on available funding, SPARC recommends to the President a tentative budget which includes the number of new faculty, classified staff and administrator positions that can be funded during the succeeding year. The committee aims to establish a College reserve that is stable enough to allow for funding positions despite changes in funding. SPARC is apprised of developments in the state and District budget, through information received from the California Community College Chancellor's Office (CCCCO) and the DCBF, until the Governor's May Revise. Adjustments may be made to the recommendation to the President should tentative projections differ significantly from the adopted budget ([SPARC-Minutes-20180510](#)).

Requests for faculty positions are developed and prioritized by the divisions through Annual Program Plan (APP) and Comprehensive Program Review (CPR) processes and the Annual Leadership Unit Review, then forwarded to

the FTEF Allocation Committee for review, evaluation and prioritization. Similarly, the requests for new classified positions are submitted through the Classified hiring priorities process which are reviewed and prioritized by the College’s Executive Leadership Council.

The College’s FY 2018-2019 unrestricted general fund budget commits 92 percent to salaries and benefits with the remaining 8 percent budgeted for supplies, contracts, conference and travel, maintenance, and other operating costs ([SMCCCD-FinalBudgetReport-2018-19](#)). Thus, the budget process includes iterative review of position control to ensure permanent employees’ positions and salaries are accurate.

The District Executive Vice Chancellor provides reports to the SMCCCD Board of Trustees about the status of state funding and annual budget assumptions ([SMCCCD-BoardAgenda-20180912](#)). This information is also shared at the College level by the Vice President of Administrative Services who provides regular reports to the President’s Executive Council, College Management Council/Leadership Team, and SPARC throughout the year. Budget managers and administrative staff have access to real time financial information and budget reports through the Banner financial management system.

One of the College’s revenue enhancement strategies is grant funding. Partnerships with a broad range of organizations and funding agencies have steadily increased awards from federal, state, local and private funding sources. Prior to submitting any grant application, the President’s Executive Leadership Council reviews a grant abstract to ensure alignment with the College MVV, goals and strategic goals and initiatives ([SC-StrategicGoalsInitiatives-2018-23](#)).

Skyline College New Grant Funding 2013 – 2018

Fiscal Year	Grant Funding Amount
2013-14	\$4,065,394
2014-15	\$4,218,436
2015-16	\$7,419,674
2016-17	\$8,343,106
2017-18	\$7,202,271
Total	\$31,248,881

Another source of funding is the San Mateo County Community Colleges Foundation (SMCCCF), a 501(c) (3) non-profit organization which accepts gifts and grants on behalf of Skyline College. The SMCCCF works with the College President to identify priority College projects and also disburses donations, solicits major and planned gifts, and develops selected donor programs such as the President’s Innovation Fund which are used to provide student scholarships

and other student-supporting ventures ([SMCCCD-Website-SMCCCF-20180928](#)).

Evaluation

The College meets the standard. The College has been fiscally prudent and continues to operate with a balanced budget that includes a reserve. Financial information is readily available to College faculty and staff, allowing planning to realistically reflect the College's available resources. College leadership regularly communicates projected and actual revenue and expense information to support informed fiscal decision-making. Individuals involved in institutional planning receive information regarding available funds, including the annual budget showing ongoing and anticipated financial commitments. The College establishes funding priorities in a manner that supports achievement of the institution's mission and goals.

Improvement Plan

None

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- III.D.5** To assure the financial integrity of the institution and responsible use of its financial resources, the internal control structure has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making. The institution regularly evaluates its financial management practices and uses the results to improve internal control systems. **(Fiscal Responsibility and Stability: Internal Control Structure)**

Evidence of Meeting the Standard

The College and District assure the financial integrity and responsible use of its financial resources through an internal control structure that has appropriate control mechanisms and by widely disseminating dependable and timely information for sound financial decision making. Financial management practices are evaluated routinely and the results used to improve internal control systems.

The District-wide College Internal Audit Group (CIAG) monitors internal controls on the District fiscal processes, such as Banner information access, procurement card usage, cash handling processes, and equipment inventory control. The College Office of Administrative Services approves all journal entries and requisitions. Managers review and approve monthly procurement card expenditures, journals and requisitions for their areas of responsibility. The District Fiscal Services must approve all inter-fund transfers ([SMCCCD-Website-InternalAuditCIAG-20180928](#)).

Responsible and appropriate use of financial resources is ensured through a variety of internal control mechanisms. The Banner enterprise resource system encompasses the Student, Human Resources, Payroll, Financial Aid and Finance modules. Banner Finance records transactions continuously, thus providing up-to-date data on demand that may serve as a guide to sound decision making. Organizational administrators, program managers and staff have access via WebSMART and Banner systems to run reports that provide timely and accurate data for financial management. The College Office of Administrative Services also provides reports on program financial data to enable review of expenditures and budget ([SC-VPAS-FinancialReport-Shuttle-2019](#)).

All Banner modules have multiple internal control mechanisms such as user IDs and passwords that allow secure system data access and assure the responsible and appropriate use of the College's fiscal resources. The College Office of Administrative Services evaluates requests for Banner access, and the District updates the system. Users may also be limited to query access only.

The Banner Finance requisition system will flag accounts with insufficient funds, requiring further action prior to purchase. Budget transfers require approval of

the appropriate department administrator and the College Business Officer before going through approval at the District level. Capitalized equipment is tagged and inventoried upon purchase. A physical audit is conducted annually at each site and records updated accordingly by District General Services and CIAG ([SMCCCD-FixedAssetInventoryReport-20160630](#)).

Personnel changes are updated regularly during the course of the fiscal year. Organization administrators review position control for permanent positions during the budget development process. Any changes after the final budget is adopted is accomplished through the Personnel Action Form process and submitted for appropriate College approvals and further action by District Human Resources and Payroll departments, as needed.

The Business and Finance Officers Group (BAFOG), comprised of the business officers and business staff from the three colleges and District, meets monthly to discuss, evaluate and make recommendations on financial processes such as internal controls, procedures and software enhancements ([SMCCCD-Email-BAFOGCalendar-20180606](#)). Minutes of the meetings are available on the District SharePoint ([SMCCCD-Website-BAFOG-20181003](#)).

The District also engages the services of its external auditors to conduct annual interim audits during which internal control processes are evaluated. District and College staff use findings, commendations and recommendations for areas of improvement from the internal audit to further strengthen and improve existing internal control processes and implement new ones ([Crowe-Email-AuditEngagement-20190228](#)).

Evaluation

The College meets the standard. The College's administrators, budget managers and appropriate staff have real-time access to Banner's reliable and timely financial information in order to guide their decision-making. Systems access are assigned based on individual job requirements and staff, with a high level of system access carefully limited. Controls within the Banner system and a strong set of internal controls work together to ensure the financial integrity of the College and the District. The Banner version is monitored and updated by ITS including a District-wide upgrade to Banner 9 in FY 2018-2019. The CIAG ensures that internal controls are maintained and updated on all District fiscal processes, and the College adheres to these processes. Financial management processes are regularly evaluated by the DCBF, BAFOG, and CIAG. The District and College act on process improvement recommendations when provided by external auditors.

Improvement Plan

None

- III.D.6** Financial documents, including the budget, have a high degree of credibility and accuracy, and reflect appropriate allocation and use of financial resources to support student learning programs and services. **(Fiscal Responsibility and Stability: Financial Documents)**

Evidence of Meeting the Standard

In compliance with the California Education Code, the District's financial statements are audited annually by an external independent firm in accordance with the California Community Colleges Chancellor's Office (CCCCO) Contracted District Audit Manual (CDAM). The District has consistently obtained an unqualified opinion for the past four years with no financial audit adjustments. The audit reports are reflective of the high degree of credibility and accuracy of the District's financial statements ([SMCCCD-FS-AuditFinal-20180630](#)).

All District financial information is presented to the Board of Trustees in the final budget ([SMCCCD-BoardAgenda-20180912](#)), the annual audit ([SMCCCD-BoardAgenda-20180124](#)), and the mid-year report ([SMCCCD-BoardAgenda-20180328](#)). Information presented to the Board is also communicated at the College level to relevant participatory governance groups and made available publicly on the website ([SMCCCD-Website-BOT-20180928](#)).

The allocation of resources to support student learning programs and services is reflected in the annual planning process—including the APPs, CPRs and ALURs—under the framework of the Education Master Plan 2013-2019 and the Strategic Plan 2013-2017. The District final budget report for 2018-2019 ([SMCCCD-FinalBudgetReport-2018-19](#)) shows that 77 percent of Skyline College's general unrestricted fund budget is used to support student learning through instructional cost and student support.

The College budget is an accurate reflection of institutional spending and reflect appropriate allocation of resources to support student learning programs and services. The budget development process includes program managers, deans, vice presidents, and their support staff.

During the year, each College division office, in conjunction with the College Office of Administrative Services, regularly reviews financial activity and provides reports to College staff for planning and decision making. After each month-end close, College staff generate their own reports by fund, compare actual year-to-date expenditures versus budgets, and review encumbrances and remaining available budget balances. The College Office of Administrative Services then disseminates these analyses to Division Deans and key decision makers.

Evaluation

The College meets the standard. The District and College financial documents are accurate and credible. The College uses the Education and Strategic plans, as well as annual planning documents to guide its allocation of resources for student learning programs and services to achieve student success. The College's inclusive budget development process includes programs, departments, divisions, governance groups, and the Board of Trustees that ensures a final budget that appropriately allocates financial resources.

Audit findings have been few, minor, and addressed. The District consistently receives an unqualified opinion indicating that the auditors found the financial statements fairly represent the financial position of the District and budget information is sufficient in content and timing to support institutional planning and financial management.

Improvement Plan

None

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III.D.7 Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately. **(Fiscal Responsibility and Stability: External Audit Findings)**

Evidence of Meeting the Standard

The District and College response to external audit findings is comprehensive, timely and communicated appropriately. The annual independent audit of the District includes all financial records of the District, including all District funds, student financial aid, bookstore, and Associated Students funds. The independent auditor presents the annual audit report, including findings and management's response, to the Board of Trustees. The District corrects and responds to any audit findings promptly and as a result has not had any repeat or material findings in the last four years of audits ([SMCCCD-BoardAgenda-20180124](#)). The annual audit report is available on the District website.

Evaluation

The College meets this standard. The District conducts an annual external financial audit and has obtained an unqualified opinion for many years and has had no financial audit findings in the last four years. Audit findings, if any, have been for minor issues and appropriately addressed. Information regarding the annual audit, including information about budget, fiscal conditions, financial planning, and audit results are communicated at the College level.

Improvement Plan

None

III.D.8 The institution's financial and internal control systems are evaluated and assessed for validity and effectiveness, and the results of this assessment are used for improvement. **(Fiscal Responsibility and Stability: Evaluation of Control Systems)**

Evidence of Meeting the Standard

The District's and College's financial and internal control systems are evaluated and assessed for validity and effectiveness, and the results of this assessment used for improvement of policies and processes. Policies and procedures are updated to reflect a continuous process improvement cycle. Checks and balances are incorporated into the District processes such as document approvals at different levels preventing unilateral or unsupervised transactional activity.

The annual external audit evaluates internal controls to ascertain compliance with generally accepted accounting principles, California Education Code, California Code of Regulations, Title 5, and the Contracted District Audit Manual. Financial management processes are reviewed after each audit to identify areas where improvement can be made. The audit examines the District's and College's financial management processes and provide, when necessary, recommendations to strengthen and improve the institution's financial processes, internal controls, and accountability. Bond expenditures are regularly reviewed and are consistent with regulatory and legal restrictions.

Special fund expenditures, such as grant and categorical funds, are made according to the strict guidelines of the project as authorized by the funding agency. The College provides processes, guidelines, and support to ensure project managers expend funds in a manner consistent with the intent and requirements of the funding source.

The District-wide College Internal Audit Group (CIAG) is integral to ensuring that internal controls are maintained for all District fiscal processes. The CIAG ([SMCCCD-Website-InternalAuditCIAG-20180928](#)) audits procurement card usage, cash-handling, materials fee usage, inventory control and associated student accounting, and reviews processes. The CIAG reviews College financial management practices and provides feedback and recommendations for improvement. For example, the CIAG may review or make recommendations to improve cash handling procedures or operations at the Cashiers' Office. The College Office of Administrative Services also conducts operational audits to further reduce risk associated with internal controls, processes, and procedures.

No internal control deficiencies were noted in annual audit reports for the past four years, and no recommendations have been cited regarding the financial management of grants or special funds.

Evaluation

The College meets the standard. District and College financial and internal control systems are regularly evaluated and assessed for validity and effectiveness, and the results of this assessment are used for improvement. Special funds are audited or reviewed by funding agencies on a regular basis, with no recent findings. District annual audits demonstrate the integrity of appropriate and effective financial management practices. Expenditures from grants and special funds are made in a manner consistent with the intent and requirements of the funding source, and bond expenditures are consistent with regulatory and legal restrictions. Internal control systems are regularly reviewed at the District and College level.

Improvement Plan

None

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III.D.9 The institution has sufficient cash flow and reserves to maintain stability, support strategies for appropriate risk management, and, when necessary, implement contingency plans to meet financial emergencies and unforeseen occurrences. **(Fiscal Responsibility and Stability: Cash Flow and Reserves)**

Evidence of Meeting the Standard

SMCCCD and the College have sufficient cash flow and reserves to maintain stability and appropriate risk management strategies and contingency plans to meet financial emergencies and unforeseen occurrences. The District ending balance for the general unrestricted fund budgeted as a percentage of the revenues for the past three years is sufficient to meet its needs and emergencies.

Unrestricted General Fund 2015-16 through 2017-18

	2015-16	2016-17	2017-18
Total Revenue	\$156,803,422	\$163,740,351	\$177,330,818
Ending Balance	\$14,112,310	\$18,011,440	\$23,053,006
% of revenue	9%	11%	13%

As a community supported district, SMCCCD has a strong financial position that includes an ending balance contribution to reserves. To further ensure financial stability, the Board directed staff to increase reserves to 13 per cent, well above the state recommendation of 5 percent. The District conservatively budgets to include reserves for budget contingency, emergency response, and cash flow. The contingency reserve is not a budgeted line item as there is no intention to expend these funds except in an emergency.

The District maintains sufficient cash flow to fund District operations prior to the receipt of property tax revenues. This actual cash flow report is updated monthly and presented to the Board of Trustees each quarter. As a result of strong cash flows, the District does not need to issue Tax and Revenue Anticipation Notes (TRANS).

The District monitors risk regularly to assure appropriate levels of insurance coverage by conducting periodic actuarial studies. The District insurance coverage includes employee, property, casualty, and liability insurance in accordance with the responsibility to protect College assets from losses that would place the College at fiscal risk ([SMCCCD-FinalBudgetReport-2018-19](#)). In addition, the District has a state-approved self-insured workers' compensation program that is re-insured beyond actuarial defined annual limits.

Evaluation

The College meets the standard. The College and District's conservative approach to fiscal management ensures sufficient cash flow and reserves to maintain stability, support strategies for appropriate risk management, and when necessary, implement contingency plans to meet financial emergencies and unforeseen occurrences. With the current strong cash position of the District, it is not likely the District will require debt financing in the foreseeable future. The District's level of unrestricted fiscal reserves (13 percent) is above the state recommended level of 5 percent and is more than adequate to meet financial emergencies and unforeseen occurrences.

The District exercises due diligence in protecting its employees and assets by reviewing its risk strategies regularly and continuing to build adequate reserve intended to provide contingency funds should a financial emergency arise.

Improvement Plan

None

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- III.D.10** The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets. **(Fiscal Responsibility and Stability: Oversight of Finances)**

Evidence of Meeting the Standard

The institution ensures effective oversight of finances including financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations, foundation, and investments through a comprehensive annual external audit, prepared in accordance with generally accepted accounting principles. As required by state law, separate independent audits are performed on Proposition 39 bond funds and investments annually. The SMCCCF, as a distinct 501(C) 3 entity, has its own annual audit by an independent auditor ([SMCCCD-FS-AuditFinal-20180630](#)).

The College provides appropriate and effective oversight of finances through monitoring and provision of regular financial reports to managers who manage their respective programs and funding sources. The District assesses its use of financial resources systematically and effectively through the separation of funding sources and bank accounts. The Board receives regular budget reports and updates on all funds ([SMCCCD-BoardAgenda-20180912](#)).

Accounting records for the Associated Students of Skyline College (ASSC) are maintained by College Office of Administrative Services with oversight by the District. All externally funded programs, grants and financial aid year-end reports are reviewed by Administrative Services and District staff and reconciled with Banner system before submission to the grantor or CCCCO.

The District maintains compliance with federal Title IV rules and regulations through systematic review and updating of related policies, procedures and business practices. Recent external audit findings related to Title IV indicate no findings ([SMCCCD-FS-AuditFinal-20180630](#)). The District maintains a contract with BankMobile to service financial aid disbursement complies with federal regulations and accreditation requirements ([SMCCCD-BankMobileMasterAgreement-20180416](#)). Reconciliations of financial aid sources are conducted after disbursement to students and finalized at fiscal year-end ([SMCCCD-BankMobileComplianceHandbook-20180101](#)). The College Financial Aid Department works in conjunction with the District Grants Analyst to develop and adhere to relevant governing financial aid terms and regulations.

The District maintains a contractual agreement with SMCCCF to provide financial oversight of the Foundation. Accounting services are provided to the Foundation to ensure appropriate separation of duties regarding processing of cash. The Foundation's annual audit and 990 tax returns are reported to the

SMCCCF Board of Directors. Two of the Trustees from the SMCCCD Board of Trustees are members of the SMCCCF Board of Directors.

The SMCCCD Bond Oversight Committee is responsible for ensuring appropriate expenditure of Measure H bond funds and meets regularly to review bond activity and expenditures with meetings open to the public and a website with agendas and minutes ([SMCCCD-Website-BondOversightCommittee-20180907](#)). Bond Oversight Committee members are appointed by the SMCCCD Board of Trustees and its meetings are governed by the Brown Act ([SMCCCD-BoardPolicy8.14-201606](#)). The Committee issues an annual report detailing activities related to bond expenditures ([SMCCCD-Financials-MeasureH-201810](#)).

Evaluation

The College meets the standard. The College and District practices effective oversight of all finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets. Funds are separated in accordance with state and federal guidelines, and reliable budget information is available to all program managers and administrators. The College has established processes to regularly assess the use of financial resources and ensure that financial resources are used appropriately and effectively. The College complies with federal Title IV and other external funding agencies and has no recent audit findings. Internal controls and processes are regularly evaluated and the results of the evaluation are used to improve practices.

Improvement Plan

None

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

Evidence of Meeting the Standard

The College reviews multi-year projections provided by the budget office each year as part of the annual planning process to provide the information necessary for financial planning ([SMCCCD-ThreeYearRevenueProjections-20180928](#)). The College's integrated planning process provides the opportunity to incorporate planning, budgeting, personnel, resource allocation, and evaluation throughout the year with consideration of short- and long-term financial planning ([SC-Website-SPARC-20180418](#)). Planning is guided by the College MVV and goals. College plans such as the Education Master Plan ([SC-EdMasterPlan-2018-22](#)), Technology Plan ([SC-TechnologyPlan-2018-22](#)), District Strategic Plan ([SMCCCD-Website-StrategicPlanAndMetrics-20180907](#)), and Facilities Master Plan ([SMCCCD-FacilitiesMasterPlanAmendment-2015](#)) provide direction for allocation of resources and both short-term and long-term financial solvency. The program review process allow the College to identify one-time and continuing needs to address in the budgeting process.

The District provides leadership in planning to meet major long-term needs and priorities such as retiree health benefit liability, capital improvements, and pension rate increases. The District considers these needs annually during budget development, and these needs are reflected in the planning assumptions and allocation in the resource allocation model ([SMCCCD-2018-19ResourceAllocationScenario-20180912](#)). The College considers other short- and long-term liabilities such as faculty unity banking, compensated absences, and instructional equipment upgrade and replacement during its budgeting process.

With its current community-supported status, the District is no longer dependent on state apportionment, allowing for revenue streams that align with local cost environment of San Mateo County. The majority of revenue is received twice a year in December and April, when the County distributes tax revenue. Between the months of July and December, without significant cash receipts, effective cash management is essential. In order to simplify the process and obtain the best pricing for issuance costs, the District participates in the California School Boards Association (CSBA) California Reserve Program for issuance of TRANs. In past years, it had been standard practice to issue TRANs to provide the necessary cash flow to fund District operations to meet payroll and other District obligations during the months before property taxes are available.

However, due to its favorable financial position, the District has not issued TRANs for cash flow purposes in recent years.

Evaluation

The College meets the standard. The College considers short-term and long-term plans and priorities when making financial decisions to assure fiscal stability. The District plans for payments of long-term liabilities and obligations including health benefits, insurance costs, and building maintenance costs. Long-range financial priorities including expected benefit increases, compensation increases, STRS/PERS increases and debt payments are included in multi-year projections and evaluated annually. The College uses processes to conduct short-term and long-term fiscal planning and develop priorities for resource allocation. Resources are allocated annually for payment of liabilities and increase reserves to address long-term obligations, including actuarial estimates for Other Post-Employment Benefit (OPEB) obligations funded in full.

Improvement Plan

None

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

Evidence of Meeting the Standard

The District maintains implementation and oversight responsibility in meeting major long-term liabilities and obligations such as OPEB, compensated absences, and other employee-related obligations. The reserve fund for post-retirement benefits budget for 2018-2019 totals \$5.9 million. The fund consists of interest income and transfers from other funds. In compliance with Governmental Accounting Standards Board (GASB) 45 requirements, the District uses an actuarial study to determine overall liability of post-retirement medical benefits and future medical costs. In 2009, the District established an irrevocable trust: the Futuris Other Post-Employment Benefits Trust. The Trust allows the District cash-management flexibility and long-term investments that will receive a better return, ultimately reducing the long-term liability. In 2017-2018, the District deposited \$12.2 million into this irrevocable trust and the current budget allows for an additional \$2.6 million by the end of June 2019 ([SMCCCD-FS-AuditFinal-20180630](#)).

The District's Investment Trust portfolio, governed by Board Policy 8.06 ([SMCCCD-BoardPolicy8.06-201507](#)) and District investment procedures ([SMCCCD-InvestmentProcedures-20181003](#)), had an ending asset allocation in mutual funds of 50 percent in fixed income funds, 45 percent in equity funds (equity funds comprised 36 percent in domestic equity and 9 percent in international equity) and 5 percent in real estate. The value of the portfolio as of June 30, 2018 is \$114.9 million and includes contributions during the year of \$12.2 million. The District contracts with Geoff Kischuk of Total Compensation Systems, Inc. to prepare an Actuarial Study of Retiree Health Liabilities in compliance with GASB Statements 74 and 75. The last actuarial report (September 2017) indicates that the District's liability is almost fully funded at 98 percent. The District anticipates this liability will be fully funded after additional contributions of \$2.6 million in FY 2018-2019. The District's Retirement Board of Authority (RBOA) maintains oversight of retirement fund investments ([SMCCCD-FS-AuditFinal-20180630](#)).

Evaluation

The College meets the standard. The District uses prudent fiscal management practices to identify and plan for long-term liabilities and obligations in order to maintain the fiscal stability of the College and District. The District fully funds its annual OPEB obligation based on current actuarial studies. Recent audit reports note that the District is in compliance with GASB 45.

Improvement Plan
None

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III.D.13 On an annual basis, the institution assesses and allocates resources for the repayment of any locally incurred debt instruments that can affect the financial condition of the institution. **(Liabilities: Locally Incurred Debt Instruments)**

Evidence of Meeting the Standard

The District regularly assesses and allocates appropriate resources for the repayment of locally incurred debt. The District issued a general obligation bond for capital improvement projects in 2015, and these funds are tracked by fund number. The planning, allocation, and tracking of these funds demonstrate proper use and management of these funds. The \$388 million bond measure allows the District to complete modernization, construction, and reconstruction projects as indicated in the 2015 Facilities Master Plan Amendment. As of June 30, 2017 the District has expended \$26,185,152 and committed \$218,185,152 of Measure H funds.

The District uses a debt service fund to account for the accumulation of resources for, and the payment of, general long-term debt. Revenue to this fund comes from the assessed property taxes to pay off the general obligation bond Measure H. The District budget for debt service in 2017-2018 was \$54,369,200, which includes debt reduction principal and interest payments. Estimated income is projected at \$54,421,900. The District evaluates the debt service fund annually to ensure appropriate resources are allocated for the repayment of any locally incurred debt instruments, and the information is in the annual financial report to the Board of Trustees ([SMCCCD-BoardAgenda-20180912](#)). District investments are guided by Board policy 8.06 ([SMCCCD-FinalBudgetReport-2018-19](#); [SMCCCD-BoardPolicy8.06-201507](#)) using a conservative yet flexible approach to deploy cash funds in various types of investment portfolios ([SMCCCD-FinalBudgetReport-2018-19](#)).

Evaluation

The College meets the standard. The District issued a general obligation bond for capital improvement projects, and the use of these funds is tracked and monitored by fund number. The planning, allocation, and tracking of funds demonstrate the proper use and management of the funds. In addition, the annual audit report of the District's long-term liabilities and financial statements demonstrates a high level of integrity and the use and repayment of these funds. There are no audit findings on financial integrity or misuse of funds. The District ensures that locally incurred debt repayment schedule does not have an adverse impact on meeting all current fiscal obligations.

Improvement Plan

None

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

Evidence of Meeting the Standard

All District funds undergo an annual external compliance audit, with no findings in the past five years. This includes general funds, financial aid, auxiliary funds, grant funds, and Measure H bond funds. SMCCCF also undergoes an annual external audit. The District conducts an annual assessment of debt repayment obligations and allocates resources in a manner which ensures financial sustainability. During the annual budgeting process, debt service payments are budgeted and reviewed by the Board of Trustees ([SMCCCD-BoardAgenda-20180912](#)). The District has not issued certificates of participation or TRAns in recent years due to adequate cash flow.

Financial resources are managed and tracked in Banner by their respective budget codes (fund, organization, account, and program) to ensure funds are used in a manner consistent with the intended purpose of the funding source. For restricted funding sources such as state categorical or grant funds, revenue and expenses are carefully tracked and reviewed to ensure funds are appropriately monitored and used with the intended purpose of the funding source. The Chart of Accounts is set up to based on the California Community Colleges Chancellor's Office Budget and Accounting Manual (BAM) ([ACBO-BudgetAccountingManual-2012](#), [SMCCCD-Budgeting](#)).

Evaluation

The College meets the standard. Ongoing management review, monitoring, and external audits provide the assurance that all expenditures are used with integrity in a manner consistent with the intended purpose of the funding source. The District performs an annual assessment of debt repayment obligations, and resources are allocated in a manner that ensures on-going fiscal stability. The District and the College ensure that financial operations of all activities are appropriately monitored.

Improvement Plan

None

- III.D.15** The institution monitors and manages student loan default rates, revenue streams, and assets to ensure compliance with federal requirements, including Title IV of the Higher Education Act, and comes into compliance when the federal government identifies deficiencies. **(Liabilities: Compliance with Federal Requirements)**

Evidence of Meeting the Standard

Federal student financial aid revenue and disbursements, as well as student loan default rates, are constantly monitored to ensure compliance with federal requirements. The College Financial Aid Office and the District ensure appropriate segregation of duties during the financial aid disbursement cycle to maintain Title IV compliance. Student eligibility is determined by the College Financial Aid Office and fund management is maintained by the District. The District disburses financial aid funds through BankMobile, a third-party administrator ([SMCCCD-BankMobileMasterAgreement-20180416](#)).

The most current student loan default rates for Skyline College available are 9.2 percent in 2014-2015, 10.3 percent in 2015-2016, and 4.4 percent in 2016-2017 ([CCCCO-CohortRateAnalysis-20180703](#)). The District is in compliance with the federal regulation of less than a 30 percent default rate per year. Should the District student loan default rate exceed the range of compliance, a default management plan would be created and implemented.

Evaluation

The College meets the standard. The College and District work to monitor and manage student loan default rates, revenue streams, and assets to ensure compliance with federal requirements, including Title IV of the Higher Education Act. The District's three-year default rate is within federal guidelines, and in the event the default rate exceeds federal guidelines a plan to reduce the rates would be created and implemented. Student loan default rates, revenue, and related matters are monitored and assessed to ensure compliance with federal regulations.

Improvement Plan

None

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

Evidence of Meeting the Standard

All contractual agreements with external entities undergo extensive review and approval at the College and District level. Contractual agreements with external entities are usually initiated at the department or division level to achieve program or College-wide goals. Proposed agreements are reviewed and require approval by the appropriate Dean, Vice President, and President. Once reviewed and approved by the appropriate College personnel, agreements are sent to the District Executive Vice Chancellor's Office for processing and execution. The College and District uses iContracts to ensure proper workflow tracking and management of all agreements with external entities ([SMCCCD-iContractsScreenShot-20180928](#)).

According to Board Policy 8.03 ([SMCCCD-BoardPolicy8.03-201403](#)) and Administrative Procedure 8.03.1 ([SMCCCD-AdministrativeProcedure-8.03.1-201212](#)), the Board delegates authority to the Chancellor and his designees to sign all District documents in accordance with Board policy and the California Education Code. Board Policy 8.03 also delegates authority to the Executive Vice Chancellor, Chief Financial Officer, and Director of General Services to sign agreements and warrants on behalf of the District. The College process includes all agreements to be processed through the College Office of Administrative Services prior to submission to the District Executive Vice Chancellor's Office for signature. To ensure College approvals of all agreements, a cover sheet with appropriate signature approvals is forwarded with the contract to the Executive Vice Chancellor's Office.

Based on Board Policy 8.15 ([SMCCCD-BoardPolicy8.15-201503](#)), the District's Purchasing Procedures and Contract Requirements ([SMCCCD-PurchasingProcedures-20180928](#)) ensure compliance with the Education Code, Public Contract Code, and Civil Code. Board approval is required for contracts in excess of the legal bid limit of \$90,200, any lease agreement, annual membership dues over \$25,000, and public works projects over \$175,000. Contracts are reviewed at the District to assess risk exposure and ensure proper insurance requirements are met. Legal counsel reviews contracts on an as-needed basis.

Evaluation

The College meets the standard. The College and District have systematic processes in place that ensure contractual agreements with external entities are consistent with the mission and goals of the College, are governed by institutional policies, and contain appropriate provisions to maintain the integrity

of the institution and the quality of its programs, services, and operations. The College and District maintain control over all contracts and each contract contains provisions whereby the District can terminate contracts that do not meet required standards of quality.

Improvement Plan

None

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III.D. Conclusion

Skyline College effectively manages, plans, allocates and accounts for all financial resources in a sufficient and realistic manner to develop, enhance, maintain or modify programs to meet the College MVV, the SMCCCD Strategic Plan and Board of Trustees goals. Skyline College effectively manages its financial resources with transparency, accuracy and integrity, guided by Board-approved policies and procedures. Through the College's integrated planning and budget process, constituent groups are able to evaluate programs and services, and assess if sufficient resources are available to meet program objectives and strategic priorities. The planning and budget process allows for prioritization of resources and serves as a guide to all budget decisions. Skyline College relies on both internal and external resources in the operation of the College, and maintains and adheres to generally accepted accounting principles and strict accounting standards to ensure compliance in the use of all funds as required.

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