

Review of the Delineation of Functions in Our District

Rationale for the Review

Based on the 2007 ACCJC Policy, as a multi-college district, SMCCD developed and officially adopted a Function Map that indicates the Primary, Secondary and Shared nature of the functions as identified in the accreditation standards. It gives clear demarcation for where the district/system provides primary leadership in setting and communicating expectations of educational excellence and integrity; therefore assuring support for the effective operation of the colleges. The Function Map establishes defined roles of authority and responsibility between the colleges and the district/system and acts as the liaison between the colleges and the governing board.

Process

A review process with timelines and responsible parties were identified in a separate document that was developed and adopted for the purpose of guiding the Delineation of Function Review. The review would take place every 3 years, started with spring 2010.

Criteria

While the review should start with the current delineation of functions coded as P (Primary), S (Secondary), SH (Shared), and N/A, it is recommended that the following review criteria be considered:

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

In addition, the following approaches are recommended for successful review:

1. The review should rely on the district and colleges participatory governance groups who are provided with the Functional Map and related process and criteria.
2. At the conclusion of the review, rationale for any proposed change to the delineation of functions should be provided.
3. Results will be communicated effectively and widely and are appropriately documented.