Updates below describe events or changes that have occurred between November 1, 2011 and January 31, 2012.

**Standard I, Mission and Effectiveness:**


2. The draft Annual Plan 2011-12 was discussed by the Board’s Planning and Budgeting Committee on November 30, 2011. This draft reflects a new and substantial transition from a broadly framed plan to a more focused, more closely measurable plan. The initial draft was circulated in mid-August, subsequent College discussions have further focused the plan, and adoption is anticipated for February 2012. Although this transition has taken longer than anticipated, once adopted this new format will serve as the model for the Annual Plan 2012-13 which will be developed during spring 2012. [http://www.ccsf.edu/Offices/Research_Planning/planning_budget.htm](http://www.ccsf.edu/Offices/Research_Planning/planning_budget.htm)

3. Shared Governance System review surveys are discussed under Standard IV.A.

**Standard II.A, Instructional Programs**

1. In Fall 2011, the College Curriculum Committee approved the addition of one new major for an AS in Cardiovascular Technology and Echocardiography (Health Care Technology department), one multi-departmental credit certificate of accomplishment in Sustainability (with Engineering and Technology as the lead department), and three noncredit Career Development College Preparation certificates, Office Receptionist, PowerPoint Specialist, and Basic Computer Concepts (all in the Business department.) The Curriculum Committee also approved the deletion of one credit certificate of achievement, Medical Transcription (Health Care Technology department) and one noncredit certificate, Combination Welding Program (Engineering and Technology department.). The California Community Colleges Chancellors Office approved one new major, the AA in Lesbian, Gay, Bisexual, and Transgender Studies.

2. To improve the accuracy and consistency of SLO data collection, the Office of instruction has revised the layout of the online survey used to compile information about the assessment of course and program SLOs. The survey is used by department chairs to indicate their progress for each individual course and program. School Deans and the Vice Chancellor of Academic Affairs are able to review individual department data as well as aggregate statistics to monitor the progress of departments.

3. The College has implemented updates to the automated degree and certificate evaluation system to simplify the process students can use to petition for certificates and degrees. The automated system contains definitions that establish the parameters of each of the College's certificate and degree programs, and is able to compare the requirements of a selected program against a student's academic history. If a student has completed the
requirements, a printout of the overall results can be submitted to the Admissions and Records office so that the certificate and degree can be issued.

Currently, all counselors have access to this automated system. A pilot project is underway to give department chairs and faculty advisors in selected CTE departments access to this system, so that they can monitor the progress of their students towards certificate and degree completion. The College plans to give access to all CTE departments upon successful completion of this pilot process.

4. In order to foster widespread institutional dialogue, the Academic Senate has created an Ad Hoc Committee on Student Learning Outcomes that will coordinate student learning outcomes work. The committee has been established within the collegial governance system of shared governance, and will report regularly to the Academic Senate Executive Council.

5. Assessment of General Education SLOs
   a. The College developed SLOs for the eight areas of its General Education program in Spring 2009. Establishing meaningful and authentic regular assessment of these learning outcomes has proven to be a daunting task, as many of the areas contain hundreds of courses spread over dozens of disciplines.

   b. In Fall 2011 a pilot process for the assessment of GE SLOs was started. Small inter-departmental groups of faculty were formed based on the GE area related to their discipline. Groups chose a particular learning outcome, discussed the methods that they use to assess the learning outcome, the results of those assessments, and planned changes in their courses as a result of that assessment. The results of this process have been varied. For example, the team for Area E (Humanities) reported that they found each other’s method of assessing their selected learning outcome to be valid, and they found that their students did well with this outcome. On the other hand, the team reviewing the outcomes for Area H (Health Knowledge and Physical Skills) questioned some of the wording of the learning outcomes themselves, and started the process of revising those outcomes. Finally, the team for Area C (Natural Sciences) reported that their students had difficulty with their selected learning outcome. These faculty members have made changes to their courses this semester to attempt to address these issues.

   c. The College is currently engaged in a survey of the participants in this pilot process to determine how best to scale up so that more instructors and more courses can be included, and so that this type of assessment can be fully integrated into the College’s operations.

6. Program Discontinuance (also mentioned in CCSF Response #9): During Fall 2011, the Program Review Committee discussed Program Discontinuance models recommended by the Academic Senate for California Community Colleges, plus some recently developed variants. The Committee identified from the various models those components which could be incorporated into a CCSF approach to Program Revitalization and/or Discontinuance. Early in Spring 2012, these components will be forwarded to the
appropriate Shared Governance councils for discussion and adoption, in time for inclusion during the next Program Review cycle.

7. Awards:
   a. City College of San Francisco’s Diagnostic Medical Imaging Program (DMI) has received a trophy for being the Best Radiologic Training Program in the entire USA for 2011, according to a national peer-review panel of expert radiological professionals at AuntMinnie.com, a comprehensive internet site for radiologists and other professionals in the medical imaging industry. The staff of AuntMinnie includes executives, editors, and software engineers with years of experience in the radiology industry. In 2010, the DMI Program was recognized as second to the Diagnostic Radiology Program at Johns Hopkins University in Maryland. This year, it is first. In addition, all of the students who graduated from the DMI Program in December 2011 passed the American Registry of Radiologic Technicians exam, making the 2011 pass rate 100% on the first attempt. The pass rate has been 100% since 2006.


   c. For its September 25, 2011 issue, The San Francisco Chronicle's Food & Wine staff chose the CCSF Pierre Coste Room, run by the Culinary Arts Department, as the most iconic food business in the City’s 38th square mile, defining the neighborhood and reflecting the diversity of the city.

   d. Many CCSF Art Department members have been featured in or curated major exhibits. Many also won awards for their work. For example, faculty member Mine Ternar had a solo exhibition entitled "Mobilisstabilis/Gezenodak", Oct 15-Nov 4, 2011 at the Artisan Gallery in Istanbul, Turkey. Ternar was also awarded an Artist Grant by the Vermont Studio Center to do an artist residency, Nov.1 to Dec. 15, 2012. In addition, faculty member Ming Ren had a solo exhibition on November 30th, 2011 at the Huantie Time Art Museum in Beijing, China and has had three art works collected by the San Francisco Asian Art Museum for its permanent collection.

Standard II.B, Student Support Services

1. The Noncredit Student Survey is being revised during spring 2012 and deployed in fall 2012. Revised survey items will assist with determining academic and student service needs at the College's multiple campuses.

2. The Admissions and Records Office in collaboration with the Business Department created a web registration pilot program for some of its noncredit students seeking certificates. The pilot was implemented in November 2011 and was examined carefully during the web registration period to identify and resolve any problems that occurred.
Standard II.C, Library and Learning Support Services

1. SLO Development and Assessment: In the Learning Assistance Department (LAD), a Survey Monkey survey was developed and administered Fall 2011 to survey students who took both the ½ credit course, LERN 53A – Test prep: CBEST Exam, and the CBEST exam following the course. The assessment is to determine the success of the course for students taking the exam; it will be conducted on a yearly basis. Additionally, LAD certificated and classified staff collaborated to develop a new set of SLOs by utilizing Survey Monkey to analyze collected data and redesign the Writing Success Project (WSP) Exit and WSP Study Groups surveys to administer in-class. In the most recent survey, students indicated a lack of knowledge of all the resources available through the program, and WSP has increased class visits to promote additional services beyond study groups. (http://www.ccsf.edu/library/LAC_SLO_SP11update.pdf)

2. Peer Group Comparison mentioned in Response to CCSF rec #5: In Fall 2011, a Library Peer Group Comparison was conducted to determine how the City College library compares to other California community colleges libraries with similar enrollment in terms of collection size, budget, equipment, and staffing. Results show that CCSF houses a significantly higher number of books, printed periodicals and subscription databases; and has a higher number of library staff members than its peers. In regards to facilities, access and equipment, CCSF has more library locations than any of the peer respondent libraries and thus a larger amount of square footage and more computer workstations available to its students. CCSF also has 3 times the average number of campus library locations. Despite its larger size in both collections and facilities, CCSF’s budget for library books, ebooks and database subscriptions is less than average when compared to these smaller colleges. Additionally, when comparing library hours at the main campus library, CCSF library hours are significantly less than the survey average. (http://www.ccsf.edu/library/2011_LLRPeerComparison.pdf)

3. During Spring 2012, the English department will move a student lab into Rosenberg 205, currently occupied by the Language Center, and the Language Center will move its facility into Rosenberg 403, where it will share space with the Media Center.

Standard III.A, Human Resources

1. Staff Data Tables 3.14 and 3.15 (on pages 36-7 of the Self Study) have been updated to include data for Fall, 2011

2. The following sections describe organizational changes which have taken place in the various administrative divisions since the end of October 2011.

Office of the Chancellor

a. At the end of October, 2011, the Vice Chancellor of Academic Affairs was reassigned as Dean of Evans Campus. The duties of the Vice Chancellor of Academic Affairs were
assumed by the Chancellor through January 2012. On January 26, 2012, the Board appointed the Associate Vice Chancellor of the Chinatown/North Beach Campus & School of International Education & ESL as Interim Vice Chancellor of Academic Affairs.

b. In January 2010, the Administrative Realignment Plan was presented to the Board with the goal of restructuring the administrative structure to better equip the future sustainability of the College. Included in this plan was the need to hire a Chief Information Technology Officer to lead the technology vitalization of the College and to address the hiring of a new Chief of Police, a position vacant since December 2007. To ensure the direct supervision of a successful hiring process and eventual transition, the Information Technology and District Police/Public Safety Departments were temporarily realigned from the Vice Chancellor of Finance and Administration Division to the Chancellor’s Division.

In January 2012, with the successful transition of Chief of Police (hired July 2009) and Chief Information Technology Officer (hired July 2010), the Information Technology and District Police/Public Safety departments were realigned from the Chancellor’s Division back under the Vice Chancellor of Finance and Administration Division.

c. In December, 2012, the Vice Chancellor of Legal Services division was eliminated; the duties of the Legal Counsel position are now being performed by the legal firm Renne Sloan Holtzman Sakai LLP.

d. In January 2012, the Human Resources Department was realigned from the Vice Chancellor Finance and Administration Division to the Chancellor’s Division. This realignment is part of the College’s continued effort to realign the administrative structure to support the delivery of college programs and services. After a methodical comparison analysis of other California Community College Districts’ administrative organizational structures, it was determined that Human Resources is usually under the direct supervision of the Chancellor. Moreover, the Dean of Human Resources works directly under the Chancellor’s supervision in the areas of Administrative and Faculty Hiring, as well as with highly sensitive and confidential personnel matters. Also included in this realignment was moving the ADA Compliance & Affirmative Action Office under the direct supervision of the Dean of Human Resources.

Student Development

e. In January 2012, the Associate Dean of Admissions and Recruitment was appointed Interim Dean of Counseling, Student Support, & Outreach & Recruitment Services.

Academic Affairs

f. In January 2012, the Dean of Faculty Support Services & Course/Room Scheduling was transferred to Dean Chinatown/North Beach Campus & School of International Education & ESL.

g. In January 2012, the former Department Chair of Engineering & Technology (Welding) was appointed Interim Dean Faculty Support Services & Course/Room Scheduling.
h. In January 2012, the Board indicated approval for moving the position of Associate Dean of Community and Contract Education, previously reporting to the Interim Vice Chancellor of Research & Policy to be realigned back under the Vice Chancellor Academic Affairs division. The position has historically always been part of Academic Affairs and was temporarily moved in March 2011 under the supervision Interim Vice Chancellor of Research and Policy.

i. In January 2012, the reorganization plan eliminated the Dean of International Education and Retention position, which had been vacant since Summer 2011. The Retention Programs (Latino/a Services Network, African American Scholastic Program, TULAY, and the Asian Pacific American Student Success Program) previously under the supervision of the former Interim Dean International Education and Retention were moved under the supervision of the Dean of School of Behavioral and Social Sciences.

Campuses and Enrollment Services

j. In March 2011 the Campuses and Enrollment Services Division was created to address the financial aid, admissions and records, and new student counseling needs of students across all campuses. As part of this transition and to enhance delivery of student services, the Office of Matriculation, Assessment, & Enrollment Services, was moved in January 2012 from the Vice Chancellor of Student Development Division to the Vice Chancellor of Campuses and Enrollment Services Division.


4. During Fall 2011, Human Resources staff processed 580 academic (administrator and faculty) applications and 694 classified applications. (See also the Response to CCSF recommendation #13)

5. Correction: On page 295, paragraph 4, last sentence states "A Committee on Rehabilitation has been form composed of faculty and administration." The Committee on Rehabilitation is in accordance with Board Resolution 080925-S4, comprised of (1) classified employee, (2) a faculty member, (3) the District's Chief of Police, (4) HR staff member(s), and (5) one of five individuals as a supervising representative recommended by the US District Court Probation Office, the SF Sheriff's Dept. or other related associations. Currently a representative from the US District Court Probation Office serves on the committee.

Standard III.B, Physical Resources

1. Construction will be completed on the Chinatown/North Beach Campus in time for the start of Summer Semester, 2012.
2. Approval has been granted by State agencies for the College to proceed to bid on the Performing Arts Complex, and construction will begin prior to the end of Fiscal Year 2011-12

**Standard III.C, Technology Resources**

1. Technology Plan, 2012: The steering committee has been meeting regularly and is leading work groups in the following areas: Information Technology, Education Technology, Broadcast Media and EATV, Student Development, and Library and Learning Resources. The planning process is informed by Program Review findings. In addition, steering committee members are currently collecting input for the development of a revised and updated technology survey to further inform the planning process. A staff member from Research and Policy participates in steering committee meetings in order to ensure continued and explicit integration with the Strategic Plan and Annual Plan. Adoption by the Board is anticipated for December 2012 per the approved timeline at this link: [http://www.ccsf.edu/Offices/Research_Planning/pdf/TechPlan_Timeline-111110.pdf](http://www.ccsf.edu/Offices/Research_Planning/pdf/TechPlan_Timeline-111110.pdf)

2. While the College's computer network is protected by a firewall and anti-virus software, in November 2011, network security consultants hired by the College determined that malicious software was present in a computer lab used by students. As a result, Information Technology Services has taken steps to fully re-evaluate the security of the network, to determine whether any harm has actually occurred, and to enhance ongoing security.

**Standard III.D, Financial Resources**

1. The College continues to implement its FY 2011-12 budget plan. Bimonthly monitoring of spending showed that additional efforts were needed to reduce spending. Those adjustments, which include eliminating low-enrolled classes, are currently being implemented. In late January the State Chancellor's office informed all community colleges about an additional reduction in FY 2011-12 funding related to overestimated statewide student fee collections. The College has set an internal deadline of the end of February to develop a plan to address this additional reduction in funding.

2. The College has begun its budget planning process for Fiscal Year 2012-13. Best and worst case scenarios are being developed based on the Governor's January proposal and subsequent revisions in Sacramento. The College's Planning and Budget Committee has created a set of workgroups to identify specific savings strategies to address the expected shortfall. In addition, the College will be addressing the need for savings in its ongoing negotiations with the labor unions that represent the College's workforce. Finally, the Board of Trustees is considering a local ballot measure that would generate additional funds for the College.

3. The Independent Audit for 2010-11 is scheduled for completion in early February for Board acceptance at the February 23, 2012 Board of Trustees meeting.
4. In Response to WASC recommendation #4, discussions with all labor unions have commenced on the topic of retiree benefits, but no agreements have been reached.

**Standard IV.A, Decision-Making Roles and Processes**

1. With guidance from the Committee on Information and Public Records and the College Advisory Council, the Office of Shared Governance generated, distributed and collected the online survey as the first part of the Shared Governance Evaluation Survey, 2011-12. In the second phase, the Office of Shared Governance will conduct listening sessions and complete the report before the end of the Spring Semester.

2. In January 2012, the Associated Students Executive Council voted to expand the appointment authority of the Associated Students presidents of every CCSF Campus by allowing them to appoint students to Shared Governance committees and subcommittees. In the past, shared governance appointments had been made only by the Associated Students President of Ocean Campus.

**Standard IV.B, Board and Administrative Organization**

1. At its January meeting, the Board of Trustees re-elected Trustee Rizzo as President and elected Trustee Anita Grier to serve as Vice President.

# Required Evidentiary Documents for Financial Review

## Supplemental Guidelines for Standard III.D for CALIFORNIA PUBLIC INSTITUTIONS

<table>
<thead>
<tr>
<th>ACCREDITATION QUESTIONS</th>
<th>EVIDENCE</th>
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<tbody>
<tr>
<td>Has the college received any qualified or adverse opinions in audit reports in the</td>
<td>• Annual Financial Report and Single Audit for Fiscal Years Ended in June 30, 2010 and 2009 (III D-18)</td>
</tr>
<tr>
<td>last 3 years from district, state or federal programs?</td>
<td>• Annual Financial Report and Single Audit for Fiscal Years Ended in June 30, 2009 and 2008</td>
</tr>
<tr>
<td>Has the college implemented all audit recommendations? Have there been the same</td>
<td>See the previously listed audit documents which include recommendations, findings and auditors’ responses.</td>
</tr>
<tr>
<td>recommendations for more than one year? What is the auditor’s response to the</td>
<td>California Community College Chancellor’s Office, CCFS-311 Reports (III D-17)</td>
</tr>
<tr>
<td>management actions taken?</td>
<td>• CCFS - 311 REPORT : ACTUAL ’10-’11; BUDGET ’11-’12</td>
</tr>
<tr>
<td></td>
<td>• CCFS - 311 REPORT : ACTUAL ’09-’10; BUDGET ’10-’11</td>
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<td>• CCFS - 311 REPORT : ACTUAL ’08-’09; BUDGET ’09-’10</td>
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<td>• CCFS - 311 REPORT : ACTUAL ’07-’08; BUDGET ’08-’09</td>
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<tr>
<td></td>
<td>• CCFS - 311 REPORT : ACTUAL ’06-’07; BUDGET ’07-’08</td>
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<tr>
<td>What is the institution’s unrestricted fund balance and reserves and how has it</td>
<td></td>
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<tr>
<td>changed over the last three years?</td>
<td></td>
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<tr>
<td>Has the State Chancellor’s Office had to intervene regarding fiscal stability or</td>
<td>No</td>
</tr>
<tr>
<td>compliance?</td>
<td></td>
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<tr>
<td>Does the college have long term debt financing?</td>
<td>No, see Audit Reports</td>
</tr>
<tr>
<td>Does the institution have an obligation for post retirement health benefits (OPEB),</td>
<td>See Self Study Standard III D</td>
</tr>
<tr>
<td>compensated absences, and other employee related obligations? If it does, has it</td>
<td>• San Francisco Community College District Actuarial Study of Retiree Health Liabilities, October, 2009 (III D-28)</td>
</tr>
<tr>
<td>done the actuarial study and identified the liability? Is there a plan for funding</td>
<td>• San Francisco Community College District Actuarial Study of Retiree Health Liabilities, July 1, 2011</td>
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<tr>
<td>them?</td>
<td></td>
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</tbody>
</table>
### Required Evidentiary Documents for Financial Review
Supplemental Guidelines for Standard III.D for CALIFORNIA PUBLIC INSTITUTIONS

<table>
<thead>
<tr>
<th>ACCREDITATION QUESTIONS</th>
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</table>
| Does the institution have limits on accrual of unused vacation time? Compensatory time? Is the institution enforcing its policy on limits? | - SFCCD/AFT 2121 Collective Bargaining Agreement 2009-12 (III A-2)  
- SFCCD/DCC Collective Bargaining Agreement 2009-13 (III A-12)  
- SFCCD/SEIU 1021 Collective Bargaining Agreement (III A-19)  
- SFCCD/Station Engineers Local 39 Collective Bargaining Agreement  

Board resolutions for Bargaining Agreements:  
- **Resolution No. 101216-S2**: Recommend Adoption of Modified Terms and Conditions of Employment for Academic Management Employees for Fiscal Year 2010-2011  
- **Resolution No. 110428-S1**: Recommend adopting a Successor Collective Bargaining Agreement between the San Francisco Community College District and the San Francisco Building & Construction Trade Council Unions for the period July 1, 2010, through June 30, 2011  
- **Resolution No. 110428-S2**: Recommend adopting a Successor Collective Bargaining Agreement between the San Francisco Community College District and Stationary Engineers Local 39 for the period July 1, 2010, through June 30, 2011  
- **Resolution No. 101216-S2**: Recommend Adoption of Modified Terms and Conditions of Employment for Academic Management Employees for Fiscal Year 2010-2011  
- **Resolution No. 071108-S2**: Recommend adopting a Successor Collective Bargaining Agreement between the San Francisco Community College District and the Service Employees International Union Local 1021 for the period July 1, 2007, through December 10, 2010 |

<p>| Is the fiscal entity self insured for health benefits, workers compensation, and unemployment? How are reserve levels set? | The College is self-insured only for part of its Workers Compensation program, as the College purchases an excess Workers Comp Insurance policy each year for claims that exceed $500,000. The |</p>
<table>
<thead>
<tr>
<th>ACCREDITATION QUESTIONS</th>
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</thead>
<tbody>
<tr>
<td>internal funding rate for the self-insured portion of the program is set to cover</td>
<td>• Annual Public Self Insurer's Report</td>
</tr>
<tr>
<td>expected annual costs and to address the unfunded liability as measured by an</td>
<td></td>
</tr>
<tr>
<td>independent actuary.</td>
<td></td>
</tr>
<tr>
<td>Does this fiscal entity have obligations for future total compensation expenditures</td>
<td>The college is not currently obligated to pay any additional increases in compensation.</td>
</tr>
<tr>
<td>driven by collective bargaining agreements or other agreements (corporate-buy outs,</td>
<td>• SFCCD/AFT 2121 Collective Bargaining Agreement 2009-12 (III A-2)</td>
</tr>
<tr>
<td>management/employee agreements, etc?) If so, what are they? Of what significance are they?</td>
<td>• SFCCD/DCC Collective Bargaining Agreement 2009-13 (III A-12)</td>
</tr>
<tr>
<td>What is the plan for funding these future obligations?</td>
<td>• SFCCD/SEIU 1021 Collective Bargaining Agreement (III A-19)</td>
</tr>
<tr>
<td>• SFCCD/Station Engineers Local 39 Collective Bargaining Agreement</td>
<td>• SFCCD/Station Engineers Local 39 Collective Bargaining Agreement</td>
</tr>
<tr>
<td>Does the institution and the foundation have an agreement/contract on the role of the</td>
<td>• Master Agreement by and between SFCCD and the Foundation of City College of San Francisco (III D-45)</td>
</tr>
<tr>
<td>foundation? Does it require that the foundation have an independent audit?</td>
<td>• Foundation of City College of San Francisco Bylaws (III D-47)</td>
</tr>
<tr>
<td>• The Foundation of City College Financial Report 2009</td>
<td></td>
</tr>
<tr>
<td>Does the college or district have a Prop 39 bond fund?</td>
<td>• Performance Audit, San Francisco CCD Bond 2010</td>
</tr>
<tr>
<td>• Performance Audit, San Francisco CCD Bond 2009</td>
<td>• Performance Audit, SFCCD Proposition 39 Bond Program, 2008 (III D-40)</td>
</tr>
<tr>
<td>Does the college have policies and procedures regarding purchasing? Are they being</td>
<td>• Policy Manual BP 8.06a - Procurement of Supplies, Equipment and Services (III D-48)</td>
</tr>
<tr>
<td>followed?</td>
<td>• Commonly Used Purchasing Forms</td>
</tr>
</tbody>
</table>
## Required Evidentiary Documents for Financial Review
### Supplemental Guidelines for Standard III.D for CALIFORNIA PUBLIC INSTITUTIONS

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<thead>
<tr>
<th>ACCREDITATION QUESTIONS</th>
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</thead>
<tbody>
<tr>
<td>Will additional buildings be opened in the next 2-3 years? Is there a plan to fund</td>
<td>The College will open a new Chinatown/North Beach Campus in June, 2012 and close its rented Chinatown/North Beach Campus at the same time. By shifting existing resources and no longer paying substantial rent to the SFUSD, the opening of the new campus will not have a major cost impact on the College.</td>
</tr>
<tr>
<td>staff, utilities and operating expenses associated with additional facilities coming</td>
<td>The College plans to open a new Performing Arts Center at the Ocean Campus in late 2014. Existing resources will be shifted out of older buildings for this project as well; as a result the College does not expect significant new operating costs for this project.</td>
</tr>
</tbody>
</table>
| on-line within the next 2-3 years?                                                     | • Master Plan and EIR, 2004 (III B-15)  
• Educational Master Plan, 2006                                                          |
| Is there evidence that planning integrates fiscal and other resources?                   | • Annual Budget Final Recommendation 2011-2012  
• Annual Budget Preliminary Recommendation 2011-2012                                     |
| Is there evidence that the institution monitors student financial aid obligations       | • Annual Budget Final Recommendation 2011-2012  
• Annual Budget Preliminary Recommendation 2011-2012  
• Fiscal Operations Report and Application to Participate (FISAP) Report: Award Year July 1, 2010 through June 30, 2011; Application: Award Year July 1, 2012 through June 30, 2013 |
| such as default rates and compliance with Federal regulations?                          |                                                                                                                                                                                                          |

Revision: September 28, 2011
OFFICE OF THE VICE CHANCELLOR OF STUDENT DEVELOPMENT

Vice Chancellor
Student Development
Lindy McKnight
(Interim)

Dean
Counseling,
Student Support &
Outreach & Recruitment
Services
Laurie Scolari
(Interim)

Associate Dean
Student Health Services
Sunny Clark

Associate Dean
Admissions & Recruitment
Services
(Vacant)

Dean
Student Affairs
Dr. Veronica Hunnicutt

Associate Dean
Student Activities
Samuel Santos

Director
Advocacy, Rights
& Responsibilities
Ted Alfaro

Feb. 2012
OFFICE OF THE VICE CHANCELLOR OF RESEARCH & POLICY

Vice Chancellor Research & Policy
Phyllis McGuire
(Interim)

Associate
Vice Chancellor
Government Relations
& Research Planning
Leslie Smith

Dean
Community Relations/
Development & Protocol
Dr. Kathleen Alioto

Dean
Grants & Resource
Development
Kristin Charles

Assistant Director
Research
Steven Spurling