

Standard III: Resources

The institution effectively uses its human, physical, technology, and financial resources to achieve its mission and to improve academic quality and institutional effectiveness. Accredited colleges in multi-college systems may be organized so that responsibility for resources, allocation of resources, and planning rests with the district/system. In such cases, the district/system is responsible for meeting the Standards, and an evaluation of its performance is reflected in the accredited status of the institution(s).

A. Human Resources

A.1 The institution assures the integrity and quality of its programs and services by employing administrators, faculty, and staff who are qualified by appropriate education, training, and experience to provide and support these programs and services. Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated and address the needs of the institution in serving its student population. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority.

Evidence of Meeting the Standard

El Camino College has a well-defined process for the selection of faculty, administrators, and classified staff. All job announcements state the minimum qualifications for staff, faculty, and administrative positions. Minimum qualifications for faculty and educational administrators are established by the Minimum Qualifications for Faculty and Educational Administrators in California Community Colleges handbook published by the Chancellor's office and The El Camino College Local Minimum Qualifications list approved by the Academic Senate (III.A.1.1). Classified Administrator and Classified job descriptions, which include minimum qualifications, are developed in conjunction with the division, the President's cabinet, and union representatives. They are then reviewed by Human Resources to ensure they relate to the mission and goals of the college. All District job descriptions include the required skills, knowledge, duties, responsibilities, and minimum qualifications for the position and are publicly posted on our El Camino Website (III.A.1.2).

Board policy 7120 and administrative procedures 7125 and 7126 are in place to support our recruitment and hiring procedures and define minimum qualification and equivalencies (III.A.1.3, III.A.1.4 & III.A.1.5). Defined recruitment procedures for hiring academic employees are outlined in the applicable collective bargaining agreement (III.A.1.6). Recruitment timelines are detailed in handouts given to the hiring manager to indicate the required makeup of the committee and the process of the recruitment (III.A.1.7). Applications are received online using iGreentree, our applicant tracking system (III.A.1.8). All applicants are reviewed, and checks are conducted on all applicants that are required to submit transcripts per the job announcement. The job announcement states that transcripts issued from non-US institutions will require an equivalency statement from a certified transcript evaluation service verifying the degree equivalency to that of an accredited institution within the US.

Analysis and Evaluation

El Camino College assures the integrity and quality of its programs and services by employing highly qualified administrators, faculty, and staff. Job announcements include equity-minded language and questions to ensure that we attract applicants whose views align with the mission of the college. Job descriptions are reviewed or new job descriptions are created to ensure that the needs of the programs are at the forefront of the recruitment. Open positions are announced using an advertising firm, on the district website, on the California Community College Registry, placement centers, and in pertinent publications, websites, and organizations.

Applicants submit all required application elements through iGreentree, including resumes, transcripts, and letters of interest; and human resources reviews applications to ensure minimum qualifications are met.

During the hiring process candidate materials are screened, by Human Resources, to ensure they meet the minimum qualifications for the position. The hiring committee then does a second level of review to select candidates for interviews. Applicants are selected for an interview if it is determined that they have the potential to contribute to the College and carry out the institutional mission and goals of the District. Reports are run for every committee to determine the EEO breakdown of the applicant pool to review the diversity of our applicant pools.

During the new hire onboarding process, a final check of qualifications takes place including verifying degrees on original transcripts, reviewing equivalency statements for non-US transcripts, and verifying letters of employment. Reference checks are also conducted as a means of verifying the applicant's employment history and qualifications. Results are stored in the employees' personnel file to ensure we properly document the qualification of all new hires and that they meet the minimum qualifications for the hired position.

- A.2 Faculty qualifications include knowledge of the subject matter and requisite skills for the service to be performed. Factors of qualification include appropriate degrees, professional experience, discipline expertise, level of assignment, teaching skills, scholarly activities, and potential to contribute to the mission of the institution. Faculty job descriptions include development and review of curriculum as well as assessment of learning. (ER 14)

Evidence of Meeting the Standard

El Camino College has an extensive hiring process to vet candidates during the hiring phases to make sure that they are knowledgeable of their subject matter and have the required skills to be an effective instructor. Job Announcements for full-time and part-time faculty include the job description with minimum qualifications for each position and desired qualifications which ask for additional professional experience, discipline expertise, and the applicant's ability to contribute to the mission of the college.

All El Camino faculty job descriptions and job announcements clearly state that a primary faculty responsibility will include development/review of curriculum and assessment of learning outcomes to improve teaching and learning in achieving the college's mission and institutional effectiveness, quality educational programs, and vibrant student support services (III.A.2.1). The job announcement also indicates that all faculty are required to participate in a variety of campus and division activities, which include curriculum/instructional development (III.A.2.2).

The hiring process for both full-time and part-time faculty is a two-tiered process that includes review of transcripts to ensure minimum qualifications are met (III.A.1.6). In the first tier, all applications are prescreened by Human Resources to ensure all applicants meet the minimum qualifications required for the position and have the required degrees per the job announcement. In the second tier, screening is done by the hiring committee who also review the qualifications including transcripts to ensure candidates are qualified. DE faculty are evaluated by standards and qualifications outlined in the faculty agreement, guided by the Distance Education office, along with collegial consultation, as part of the selection to teach online (III.A.2.3).

Analysis and Evaluation

El Camino College has an extensive process in place starting with the faculty interviews, in order to verify that faculty selected for hire have adequate and appropriate knowledge of their subject matter area.

Committees for all full-time positions consist of administration, three full-time faculty members of that discipline, one full-time member outside of the discipline, and an Equal Employment Opportunity Representative. All candidates are required to complete a writing sample, answer a series of rigorous questions drafted by the committee, and make a presentation on selected topics. The presentations are an opportunity for the committee to observe the candidates' teaching skills. In recruitments that are more recent, various divisions have opted to have students participate as a panel member in the presentation and give the committee feedback from a student's perspective.

Part-time faculty candidates also undergo a rigorous hiring process similar to full-time faculty. Hiring committees for part-time faculty consist of administration and one full-time faculty of the discipline. Candidates answer an extensive set of questions drafted by the committee and are required to present on the selected topic for the committee.

The Distance Education office, along with collegial consultation, has developed and implemented a minimum standard of qualification for faculty who would like to be eligible to teach online. Such faculty must pass training in the school's official Learning Management System (LMS) and a methodology course centered on online course design practices. Faculty can also be waived from such a requirement if they have certifications from external institutions or organizations focused on online training, or by teaching online at an institution which doesn't require any training.

All faculty job descriptions have as an essential function: the responsibility of development/review of curriculum and assessment of learning outcomes to improve teaching and learning in achieving El Camino College's mission of institutional effectiveness, quality of education programs, and vibrant student support services.

- A.3 Administrators and other employees responsible for educational programs and services possess qualifications necessary to perform duties required to sustain institutional effectiveness and academic quality.

Evidence of Meeting the Standard

El Camino College has established procedures for hiring qualified administrators and staff that possess the required qualification necessary to perform the duties required to sustain institutional effectiveness and academic quality. Job descriptions for administrator and classified positions include descriptions of what programs or services this position is responsible for and include qualifications required to ensure the programs and services are effective (III.A.3.1, III.A.3.2). Job announcements also include the job description information with additional criteria including desired qualifications that help attract qualified applicants to our postings (III.A.3.3).

Analysis and Evaluation

The College has standard hiring procedures to ensure that all applicants meet the required qualifications and new hires can meet the demands of the position and successfully support and maintain the integrity and quality of programs and services. When vacancies exist, there is an extensive process in place to make sure that either a new job description is developed or an existing one is updated. Changing technologies, curriculum and/or job requirements, require that job descriptors are reviewed, researched, and updated accordingly. New or revised job descriptions are agreed upon by the District and El Camino Classified Employees Union prior to Board of Trustee Approval.

Job Announcements include information about our District student demographic, programs and the college mission in order to attract candidates whose values align with ours. Representative duties detail the educational programs and services these positions support and the qualifications necessary to perform the duties required.

- A.4 Required degrees held by faculty, administrators and other employees are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.

Evidence of Meeting the Standard

El Camino follows a well-defined process to review all official transcripts for all candidates at the beginning of all recruitments. Administrative procedures 7211 is set in place to determine faculty service area, minimum qualifications, and equivalencies (III.A.4.1). All job

announcements clearly delineate the required qualifications for the position, including degrees and work experience. Human Resources reviews the degrees earned by the candidates prior to the application moving forward to screening committees. Candidates with foreign degrees are asked to provide an equivalency statement from a certified transcript evaluation service, such as the International Education Research Foundation, verifying the degree equivalency to that of an accredited institution within the US (III.A.4.2). Candidates may also request an equivalency if they do not possess the required degree or experience but may possess qualifications that are equivalent in the discipline (III.A.4.3).

Transcripts are verified in the recruitment process and as a final step in the onboarding process (III.A.4.4). All new hires are required to submit original transcripts from the accredited institutions to Human Resources and the document is stored in their personnel file. This process ensure that all faculty, administrators, and other employees have the required degrees, including originals stored in their personnel file.

Analysis and Evaluation

El Camino College has institutional processes and procedures in place that verify qualifications of all applicants beginning with the recruitment process through the onboarding process and board approval. With the initial application process, all applicants are screened to ensure they meet the minimum qualifications stated on the job. All candidates are reviewed by a screening committee consisting of faculty, staff, and administrators for additional steps to verify that the applicant pools reviewed meet the minimum qualifications. After the final candidate is selected, a final review of qualifications take place as the new hire is on boarded using our electronic processing new-hire system. Transcripts and verification of experience is reviewed to ensure that the newly hired faculty has the required qualifications.

For candidates lacking the exact degree or experience specified in the ECC Minimum Qualification List, an equivalency procedure is in place so they can request to be reviewed. This process is not intended to grant a waiver for lack of required qualifications. The equivalency application and documents are then reviewed by the Vice President of Academic Affairs, Vice President of Human Resources, discipline faculty, Division Dean, and the President of the Academic Senate prior to Board approval to ensure the necessary background and supporting information is present to document the equivalency.

During the onboarding process, the division completes a minimum qualification form which is reviewed along with official transcripts submitted by the new hire. Equivalency documentation is also reviewed for candidates that request equivalency. Documents and records are stored in the personnel files.

A.5 The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.

Evidence of Meeting the Standard

Institutional effectiveness and improvement are ensured through the formal personnel evaluation process El Camino has set in place via bargaining agreements and Board Approved policies. All procedures are done in a timely manner to assess that faculty, administrators, and other staff are meeting the required standards for their assigned duties. Bargaining Agreements with POA, ECCE and AFT Union contain contract language regarding the required annual evaluation along with Evaluation templates that contain multiple measures for effectiveness (III.A.5.1, III.A.5.2 & III.A.5.3). Administrative Procedure 7150 supports a robust evaluation cycle, which ensures that the institutional effectiveness of administrators is reviewed annually. Multiple measures make certain that administrators are effective in performing their duties in order to sustain institutional effectiveness and academic quality (III.A.5.4).

Evaluations provide the opportunity for improvement in specific areas or overall job performance. Improvement plans and/or written recommendations for improvements are established and connected to the evaluation process. All evaluations and improvement plans are connected to the institutional effectiveness and efficiency of the institution's instruction and student services (III.A.5.5).

The College continues to make great strides in improving the evaluation process for El Camino College. Beginning 2019 the evaluations were transitioned to ReviewSnap, an online system (III.A.5.6), giving all employees access to their yearly evaluations online and allowing managers the ability to maintain electronic notes that can be used when completing an evaluation for an employee. Trainings are also offered at monthly management meetings and online consortium trainings in conjunction with the legal firm Liebert, Cassidy, and Whitmore to assist managers on proper ways to conduct employee evaluations (III.A.5.7).

Analysis and Evaluation

The College has processes and procedures in place to ensure that evaluations are done in a timely manner. Successfully evaluating staff leads to improvements in job performance. Personnel evaluation and improvement plans are connected to the institutional effectiveness to ensure the quality and efficiency of the institution's instruction and student services.

Classified staff, police officers, and confidential employees are evaluated on an annual basis. All new hires receive two evaluations during their one-year probationary period and annually thereafter. Any employee receiving a mark of "needs improvement" or "unsatisfactory" will receive written recommendations for improvement and an out-of-cycle evaluation will be conducted to follow up on the improvement.

Tenure-track faculty are currently evaluated during the first, second, third, fifth, and seventh semester. The evaluation consists of a self-evaluation, peer evaluation, and student evaluations, which is then followed by a conference with the evaluation panel which includes the Dean and

the peer evaluators. All faculty evaluations include a self-evaluation of Student Learning Outcomes (SLOs) as part of the evaluation process.

Tenured faculty are evaluated every three years using the same evaluation components and process consisting of the self-evaluations, peer and student evaluations, and a conference. Part-time faculty are evaluated using a similar process. They are evaluated their first semester and at least once during the next three semesters from their hire date. If there is no break in service longer than one year, they are evaluated once every three years or on an as-needed basis.

All Administrators and supervisors are evaluated once a year or on an as-needed basis. The evaluation process includes a self-evaluation, immediate supervisor's evaluation, and a conference meeting. All administrators and supervisors will receive a comprehensive evaluation once every three years which will include the self-evaluation, immediate supervisor's evaluation, peer/faculty/staff survey 360 review, and a conference.

The College continues to take steps to improve the procedures for evaluation. With Review Snap, administrators can easily access employee information and complete their evaluations in a timely manner, making this a paperless task which includes electronic reminders along the way when evaluations are coming up or due.

- A.6 The institution maintains a sufficient number of qualified faculty, which includes full-time faculty and may include part-time faculty, to assure the fulfillment of faculty responsibilities essential to the quality of educational programs and services to achieve institutional mission and purposes.

Evidence of Meeting the Standard

Since 2014, ECC has hired 426 new employees, of which 96 are full-time faculty, and 23 non-instructional. The fall 2018 Chancellor's office head count reports shows that the college currently employees 337 full-time faculty and 626 part-time faculty to support the college instructional programs, including non-instructional faculty which include counselors, librarians, health faculty, and faculty coordinators (III.A.6.1).

Every fall, a faculty priority-hiring list is developed for recruitment purposes. The needs of the district are identified and the list of recruitments for the following academic year are established. Program review is used to identify staffing needs based on current and changing class demands. As part of the planning and budgeting activities, the Cabinet meets to establish the number of faculty positions that will be filled for the upcoming year. El Camino strives towards having 75% of all instruction taught by full-time faculty and to continue to meet the state-set faculty obligation number (III.A.6.2).

Analysis and Evaluation

Program review, faculty hiring prioritization, and the college staffing plans are systems put in place to ensure that the College employs enough faculty to meet the institutional missions and needs for the College. The College continues to maintain an adequate number of full-time and

part-time faculty to assure the fulfillment of faculty responsibilities essential to the quality of educational programs and services is achieved. Faculty hiring prioritization is set every year alongside program review to make sure that student needs are met by providing excellent education with the proper level of full-time and part-time faculty at hand.

The 2017-2022 Comprehensive Master Plan contains the College Staffing Plan which includes past, present, and future forecast details. Often drivers for hiring are semester and annual FTES counts, budgets, and college/program needs in order to successfully educate our student body and maintain our college campus.

A.7 An institution with part-time faculty has employment policies and practices which provide for their orientation, oversight, evaluation, and professional development. The institution provides opportunities for integration of part-time faculty into the life of the institution.

Evidence of Meeting the Standard

All part-time faculty are an integral part of our teaching community. Part-time faculty are invited and encouraged to participate in committees, student organizations, learning teams, and other campus programs. Professional Development resources and opportunities are also afforded to them to help them successfully deliver the instruction that the students need in order to effectively learn in the classroom, including new-hire orientations for new part-time faculty (III.A.7.1).

El Camino actively advertises for part-time faculty through a competitive recruitment process. A Reemployment Preference list for part-time faculty was established to establish rehire rights (III.A.7.2). They are an integral part of the Districts evaluation process and are evaluated regularly. El Camino College budgets \$20,000 each academic year to provide a medical insurance reimbursement stipend paid to 20 part-time faculty each semester in the amount of \$500. (III.A.7.3).

They have representation on the academic senate board who also recognizes each year one part-time faculty member who has the highest level of commitment to his or her students, to teaching excellence, and to campus, professional, and or/student activities (III.A.7.4). This part-time faculty is awarded the Outstanding Part-time Faculty Award. (III.A.7.5).

Analysis and Evaluation

The college has policies and practices that support the integration of the part-time faculty into the life of the institution. The college provides various opportunities for part-time faculty to participate in program and college functions, including employee benefits available to them through negotiated contract MOUs. Part-time faculty are hired through formal hiring processes, are afforded professional development opportunities, and are encouraged to lead clubs or programs to support their valuable role in our college. They receive awards via the academic senate, can apply for medical insurance reimbursement, and have Reemployment Preferences through AFT negotiated procedures.

The AFT bargaining agreement has several articles pertaining to part-time hiring, faculty evaluations, medical reimbursement, and reemployment. Recruitment committees for selecting part-time faculty consists of administration and faculty who evaluate the qualifications and teaching proficiency of the candidates. An MOU establishes a reemployment list for faculty where they gain seniority over newer faculty. Part-time faculty are evaluated their first semester and at least once during the next three semesters from their hire date. If there is no break in service longer than one year, they are evaluated once every three years or on an as-needed basis. El Camino College provides a medical insurance reimbursement stipend paid to 20 part-time faculty each semester in the amount of \$500. Eligible faculty must serve two consecutive semester terms and have a minimum 40% load to qualify for the program. Each semester 20 faculty are selected to participate in the program. There are \$20,000 budgeted for part-time medical reimbursement stipends each academic year.

In addition, Part-time faculty have representation on the El Camion College Academic Senate, which runs for a year term. They are invited to all department and division meetings and are able to participate in the flex activities offered through professional development. They also are funded to attend conferences on behalf of the district. Each year El Camino College Academic Senate awards the Outstanding Part-time Faculty Award to one part-time faculty member who has the highest level of commitment to their students, to teaching excellence, and to campus, professional, and/or student activities.

A.8 The institution has a sufficient number of staff with appropriate qualifications to support the effective educational, technological, physical, and administrative operations of the institution. (ER 8)

Evidence of Meeting the Standard

Since 2014, ECC has hired a total of 426 new employees, of which 307 are staff. The Fall 2018 Chancellor's office head count reports shows that the college currently employees 449 staff to support the effective educational, technological, physical, and administrative operations of the institution (III.A.6.1).

The College Staffing Plan is included in the 2017-2022 Comprehensive Master Plan (III.A.8.1). The plan addresses how staffing needs will be evaluated in the next 5 years. More immediate needs undergo a rigorous review of the vacancy or proposed new position. Managers completed an online form "Job Posting Request" which has a variety of questions to help evaluate if this vacancy or new position is in line with the needs and vision of our District (III.A.8.2).

Analysis and Evaluation

The College Staffing Plan and reviewing vacancies as they arise are systems put in place to allow for the review of job descriptions to ensure that the College employs enough staff with appropriate qualifications to support the effective educational, technological, physical, and

administrative operations of the college. Needs identified in the Staffing plan were used to create PRIDE, a leadership program to empower staff to play active roles in the success of the college. Ongoing evaluations of vacancies continue to improve our services and make sure that the College employ staff with the qualifications required to support all programs.

The current College Staffing Plan is included in the 2017-2022 Comprehensive Master Plan. Various staffing issues the college will potentially face in the upcoming 5 years include an aging workforce, organizational structures that need to be reviewed, staff development, and staffing management issues. Strategies include assessing retirement dates, developing training programs, analyzing hiring, gathering data on exit interviews, and developing programs for management trainings.

El Camino College is able to proactively project, plan, and recruit accordingly because of staff planning and review processes, the sufficient number of qualified staff that are in place to support programs, service requirements, and the student population. Organizational charts of the appropriate Vice President areas are used by Human Resources in order to determine the distribution of administrative and support staff. An evaluation of effectiveness is generated and noted in annual plans in order to determine if the number and organization of personnel is adequate to support our programs.

A.9 The institution maintains a sufficient number of administrators with appropriate preparation and expertise to provide continuity and effective administrative leadership and services that support the institution's mission and purposes. (ER 8)

Evidence of Meeting the Standard

Since 2014, ECC has hired a total of 426 new employees, 15 of which are administrators. The College currently employees 31 administrators that provide continuity and effective administrative leadership and services to support the institution's mission and purpose (III.A.6.1).

The 2017-2022 Comprehensive Master Plan contains the College Staffing Plan (III.A.9.1). Similarly, the administration workforce faces the same staffing issues which include an aging workforce and organizational structures that need to be reviewed.

Area Vice Presidents conduct program review in order to create new positions or fill existing vacancies among the administration workforce. An evaluation of the effectiveness is generated and noted in annual plans in order to determine if the number and organization of administrators is adequate to support current and future programs.

Analysis and Evaluation

The College Staffing Plan and program reviews are systems put in place to ensure that the college employs a sufficient number of administrators with appropriate preparation and expertise to provide continuity and effective administrative leadership and services that support the institution's mission and purposes. Program review is key in identifying new positions or the need to fill existing vacancies among the administration workforce in order to continue to support the needs of the institution and provide effective leadership.

Staff and mid-level management can benefit from trainings including the PRIDE program, the institution's leadership program developed under the leadership and direction of Superintendent/President Dena Maloney. The program has recruited a total of 23 Staff, 20 Faculty, and 23 Administration. Each cohort meets 4 times during the semester for an entire day of leadership training. ECC PRIDE is a new leadership academy modeled after the El Camino College's Statement of Values that fosters the development of visionary, innovative, and creative leaders.

A.10 The institution establishes, publishes, and adheres to written personnel policies and procedures that are available for information and review. Such policies and procedures are fair, and equitably and consistently administered.

Evidence of Meeting the Standard

Written policies and procedures are established and available to the public on the El Camino College website. ECC is committed to fair, equitable, and consistent personnel practices. Using the model recommended by the Community College League of California (CCLC), El Camino College regularly reviews and, if necessary, revises its Board Policies (III.A.10.1).

Since 2014 Human Resources has updated more than 90% of the personnel management board policies and administrative procedures, consisting of 34 of the 40 board policies and administrative procedures under the Human Resources 7000 series. The office of the Superintendent/President serves as a repository for all board policies (III.A.10.2). Union agreements contain clear written guidelines pertaining to the treatment of staff and there are also explicit hiring procedures to ensure fair and equitable practices. Agreements are updated and publicly posted for all staff to access.

All new hires receive information regarding District policies and procedures including reporting venues (III.A.10-3). All district employees are also given various means to either voice a compliment or complaint (III.A.10-4). Employees may go to the Office of Staff and Student Diversity or the Human Resources Department with any complaints against the college for not following personnel policies and procedures in a fair and equitable manner (III.A.10-5). Complaints are handled in either in a formal or informal manner.

Analysis and Evaluation

All Board Policies, Administrative Procedures, bargaining agreements and district policies are posted on the El Camino College website with open access to personnel and the public. Established Board Policies, procedures, and union agreements provide guidance to ensure that the policies are fair, equitable, and consistently administered. Board policies and procedures are under constant review, evidenced by noting that since 2014 the College has updated over 90% of all board policies and procedures. The extensive collegial consultation process ensures that policies and procedures are reviewed at all levels.

The Vice President of Human Resources is responsible for creating a draft of all personnel policies. All personnel procedures undergo collegial consultation review, including by College Council and administrators, prior to board approval. Approved procedures are posted on the college website for public access. It is the responsibility of the Vice President of Human Resources and the Director of Staff and Student Diversity to ensure that all procedures are equitable and consistently administered.

The College has a vested interest to ensure the fairness and equitable treatment of staff at all levels and that there are fair employment procedures in place. It all begins with fair recruitment policies and procedures, followed by constant review to ensure that current policies and procedures in the work place are administered consistently, and that they are fair and equitable as well.

A.11 Through its policies and practices, the institution creates and maintains appropriate programs, practices, and services that support its diverse personnel. The institution regularly assesses its record in employment equity and diversity consistent with its mission.

Evidence of Meeting the Standard

The core of the College's mission is to collaborate with our diverse community. El Camino College welcomes diversity and continually strives to support the ever-changing needs of the staff, faculty, and student populations. Programs, practices, and services are created and maintained by the District to support our diverse personnel and students. The Office of Staff and Student Diversity maintain and monitor the District's 2019 – 2022 Equal Employment Opportunity Plan and insures equal employment opportunity and compliance with rules, regulations, and laws (III.A.11.1). The EEO Advisory committee is established to help the EEO implementation plan move forward (III.A.11.2). The College is fully compliant with Title IX and Board Policy 3400 and 7100 regarding commitment to diversity and non-discrimination (III.A.11.3& III.A.11.4). The various EEO committees have led to the development of lists of equity questions to ensure that our recruitment efforts attract equity-minded faculty and staff that help our college push forth diversity and inclusion (III.A.11.5).

Institutional Research conducts climate surveys every two to three years in order to measure the effectiveness of policies and procedures the college has in place to promote an understanding of

diversity and equity. In 2018, both Student and Staff surveys included questions to gather data regarding diversity (III.A.11.6 & III.A.11.7). The Office of Staff and Student Diversity conducts extensive campus trainings including EER trainings, campus-wide Implicit Bias Trainings, and ADA trainings. Recently a group of faculty, staff, and administrators were sent to the UCS CUE (Center for Urban Education) Institute for extensive equity and diversity trainings centered on developing diverse hiring practices for community colleges (III.A.11.8).

Analysis and Evaluation

The College has policies and practices that promote and support our diverse workforce. The College strives to promote an understanding of the issues in relation to equity and diversity that the campus faces. Recruitment efforts continue to support equity hiring and staffing reports show significant increases in the underrepresented groups including African-American, Hispanic, and Asian within our faculty ranks. Recent data also reveals that students believe that ECC values diversity and staff believe that the College has ample resources available to help address the needs of diverse students and staff including different races/ethnicities, disabilities, different socioeconomic backgrounds, religious affiliations, and sexual orientations. Programs coordinated by the Office of Staff and Student Diversity and Professional Development foster an appreciation of diversity. Survey data is used to evaluate offerings and the data shows staff care about equity and diversity issues. There is a constant demand for more information and more training. This shows that the College is really committed to not only promoting but nurturing equity and diversity, which are core values for everyone across the board.

In 2018 the Student Campus Climate Survey showed that more than 90% of students believe ECC values diversity. The 2018 staff survey concluded that more than 80% - 90% of staff felt they had sufficient resources to address the needs of diverse students including different races/ethnicities, disabilities, different economic backgrounds, religious affiliations, and sexual orientations. Data gathered is analyzed and used to make recommendations to the various departments to support a diverse staff and student body. The data also provides insight to programs and services offered to the wide range of diverse staff at the College.

The Office of Staff and Student Diversity conducts extensive campus trainings, including using the various EEO funds to help faculty and staff attend equity and diversity training conferences and workshops offered throughout California.

Hiring and professional development is fully supported by the Board of Trustees to support the goals of equal opportunity, diversity, and equal consideration of all qualified candidates. Diversity in the academic environment is what the Board of Trustees strives for in order to provide suitable role models for all students, promote mutual understanding, respect, and foster cultural awareness. Recruitment efforts continue to focus on the student population to make sure the College is hiring faculty who understand the needs of our students and the struggles they are faced with on a day to day basis.

A.12 The institution upholds a written code of professional ethics for all of its personnel, including consequences for violation.

Evidence of Meeting the Standard

El Camino College upholds written policies supporting code of professional ethics for all personnel including faculty, staff, administration and board members. The ethics of the institution are reflected by our five core values of People, Respect, Integrity, Diversity and Excellence. Board Policy 2715 Code of Ethics and Standard Practice, was updated on July 16, 2018 and the tenants observed by all deliberations and activities of the Board of Trustees are included. El Camino College has adopted Administrative Procedures 3050 Institutional Code of Ethics for all personnel (III.A.12-1 & III.A.12-2).

All faculty job descriptions identify as a key responsibility that all faculty are to maintain professional conduct and ethics. (III.A.12-3). Board Policy 7365 holds all personnel who violate District Policies and procedures accountable and may be subject to appropriate consequences written in the policy and respective bargaining agreements (III.A.12-4).

Analysis and Evaluation

The College's mission is to make a positive difference in people's lives and to provide excellent comprehensive educational programs and services that promote student learning and success in collaboration with our diverse communities. Board-approved policies and the College's written code of ethics ensures that all personnel are held to the same ethical standards and that violations of this code will be dealt with accordingly.

All policies include general responsibilities to the college community, responsibilities to colleagues, and responsibilities to students. Consequences for violation of the code of ethics may be subject to an investigation of such violation and disciplinary action. The El Camino College Academic Senate has adopted the American Association of University Professor's code of professional ethics.

A.13 The institution plans for and provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on evolving pedagogy, technology, and learning needs. The institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.

Evidence of Meeting the Standard

El Camino College provides ample professional development opportunities, to all personnel, which are consistent with the College's mission and support the evolving pedagogy, technology, and learning needs of the college. The Professional Development program annually oversees upwards of 560 activities (III.A.13.1). We track the number of Professional Development events

and survey all events to use the data to better measure our improvements and identify any needs as well. Professional Development events are surveyed in order to assess the effectiveness of the programs offered and to plan future events (III.A.13.2). The programs are developed in consultation with three constituent committees: The Faculty Development Committee, The Classified Professional Development Committee, and the Managers' Professional Development Committee (III.A.13.3). Periodic comprehensive assessments are conducted to assess the needs of faculty in the classroom and staff for job performance.

The Professional Development & Learning program, goals, assessment plan and strategic objectives are summarized and updated annually in the College's Professional Development Plan (III.A.13.4). Faculty participate in the Flex Calendar Program where 24 hours of professional development are required in lieu of instruction per academic year (III.A.13.5). Staff are afforded various professional development opportunities throughout the year through Professional Development and Learning, the Office of Safety and Health, The Classified Professional Growth Funds, and Tuition Reimbursement program (III.A.13.6 & III.A.13.7).

The College has methods to identify professional development needs of its faculty and other personnel. Various means of assessment include surveys conducted by Institutional Research and Planning such as the Climate Survey and the Technology Survey, which provide information to help develop trainings and programs for the College (III.A.13.8).

Analysis and Evaluation

El Camino Community College offers professional development programs consistent with its mission. The College maintains a comprehensive Professional Development & Learning department website and is the fourth CCC to adopt the Cornerstone LMS to manage and track professional learning opportunities for all employees and flex credit for faculty.

The Professional Development Program is a comprehensive program designed for all employees, faculty, management, and staff at El Camino. Improvements are consistently made throughout the year. Classified Professional Development Day has been extended into an entire week of professional development for all staff and administrators, which consists of a variety of workshops and team-building exercises. Administrators participate in professional development activities including conferences and trainings by various job-specific organizations.

Management forums and the President's Meeting are held monthly and address current topics of interest to all managers and supervisors. Additional classified programs developed within the last two years include New Classified Staff Orientations, the Admin Support Task Force, and Getting the Job: Classified Addition (career advancement skills and strategies, all-day program).

The New Faculty Learning Academy (NFLA) held annually during the fall semester also helps as a tool to identify teaching and learning needs and replicate best pedagogy and andragogy practices among faculty. Attending NFLA is required of all new tenure-track faculty the first year of hire. The faculty meet four times a semester for two hours. The Academy focuses on helping new faculty learn the administrative functions of the college and to help them assimilate into the ECC culture. One meeting is focused on student learning and classroom issues. To

assist, faculty have access to online resources specific to faculty interests and needs and the faculty handbook developed by the Academic Senate.

A.14 The institution makes provision for the security and confidentiality of personnel records. Each employee has access to his/her personnel records in accordance with law.

Evidence of Meeting the Standard

El Camino College has provisions set in place for the security and confidentiality of all personnel records. Administrative Procedure 7145 is followed in order to ensure that all employment records are private, accurate, and complete (III.A.14.1). The Human Resources Department is the keeper of all records. The process of transitioning all paper personnel records into electronic files is underway. ECCE, AFT and POA Union Agreements have language pertaining to the employees' right to access their own personnel file (III.A.14.2, III.A.14.3 & III.A.14.4).

Analysis and Evaluation

The College has provisions for keeping personnel records secured and confidential. Employees have access to their personnel records in accordance with law. Per the bargaining agreement and district policies, all employees may access their file during business hours in the presence of Human Resource Staff. Employee records are confidential and may be viewed only by authorized personnel such as Human Resources staff, the employee, supervisor or director or in compliance with legal requirements, such as subpoenas, Department of Justice Background Information Investigations or other mandated state or federal requirements.

Approximately 60% of all hard copies have been scanned into electronic files and are stored in a secure server. Paper personnel files are still maintained and located in the Human Resources Department in a secure and confidential locked room. During business hours records may be accessed by trained Human Resources staff.

All new hire files are reviewed by Human Resources after processing to ensure that all documents and forms are completed and electronically filed in the employee files.

Conclusions on Standard III.A. Human Resources

El Camino College has established applicable policies and procedures for the hiring of qualified faculty, classified professional, and administrative employees. The college establishes clear job requirements and has transparent hiring processes and the positions. ECC has in place procedures for the evaluation of employees and follows those procedures. The use of data and program review recommendations is incorporated into the identification of positions for hiring and that the positions support the mission of the college. The college makes diversity a priority and provides training opportunities to all employees. Professional development opportunities are available to faculty, staff and administrators. The college has implemented policies to maintain records in a secure environment. The college meets the standard

Evidence List

Standard III: A. Human Resources

Std.III.A.1

- III.A.1.1 Revised Local Minimum Qualifications approved by Academic Senate
- III.A.1.2 ECC Website Human Resources Job Descriptions
- III.A.1.3 Board Policy 7120: Recruitment and Selection
- III.A.1.4 Administrative Policy 7125: Verification of Eligibility for Employment
- III.A.1.5 Administrative Policy 7126: Applicant Background Checks
- III.A.1.6 ECC Local 1388 CBA Faculty Hiring Procedures, pg 191-205
- III.A.1.7 Recruitment Timeline
- III.A.1.8 ECC iGreentree website

Std. III.A.2

- III.A.2.1 Faculty Job Description
- III.A.2.2 Full-Time Faculty Job Announcement
- III.A.2.3 Online Instruction

Std.III.A.3

- III.A.3.1 Administrator Job Description
- III.A.3.2 Classified Job Description
- III.A.3-2 Administrator Job Announcement

Std.III.A.4

- III.A.4.1 Administrative Procedure 7211 Faculty Service Area, Minimum Qualifications, and Equivalencies
- III.A.4.2 Sample of foreign transcript translation
- III.A.4.3 Equivalency application
- III.A.4.4 Silkroad Minimum Qualification Form

Std.III.A.5

- III.A.5.1_ECCE Bargaining Agreement – Article 10 (Page 37)
- III.A.5.2 POA Bargaining Agreement – Article 8 (Page 28)
- III.A.5.3 AFT Agreement – Article 20 (page 102)
- III.A.5.4 Administrative Procedure 7150 Evaluations
- III.A.5.5 Performance Improvement Plan
- III.A.5.6 ReviewSnap
- III.A.5.7 Liebert, Cassidy and Whitmore Trainings

Std.III.A.6

- III.A.6.1 California Community Colleges Chancellor's Office Headcount by District
- III.A.6.2 Faculty Hiring Priority Ranking Results 2019

Std.III.A.7

- III.A.7.1 New Part-time Faculty Orientation Agenda
- III.A.7.2 AFT MOU Reemployment Preference for Part-time Faculty
- III.A.7.3 AFT Agreement – Article 17, pg 96
- III.A.7.4 Academic Senate Agenda
- III.A.7.5 ECC Academic Senate Outstanding Adjunct Faculty Award

Std.III.A.8

- III.A.6.1 California Community Colleges Chancellor’s Office Headcount by District
- III.A.8.1 2017-2022 Comprehensive Master Plan: Staffing Plan Report
- III.A.8.2 Job Post Request Form

Std.III.A.9

- III.A.6.1 California Community Colleges Chancellor’s Office Headcount by District
- III.A.9-1 2017-2022 Comprehensive Master Plan: Staffing Plan Report

Std.III.A.10

- III.A.10.1 Community College League of California Template
- III.A.10.2 El Camino College Board Policies and Administrative Procedures Website
- III.A.10.3 Silkroad Notification Sample
- III.A.10.4 Complaints & Compliments Announcements
- III.A.10.5 Office of Staff & Student Diversity Website

Std.III.A.11

- III.A.11.1 EEO Plan 2019-2022
- III.A.11.2 List of EEO Committees and participants
- III.A.11.3 Board Policy 3410 – Nondiscrimination
- III.A.11.4 Board Policy 7100 – Commitment to Diversity
- III.A.11.5 List of equity questions
- III.A.11.6 2018 Student Campus Climate Survey
- III.A.11.7 2018 Employee Campus Climate Survey
- III.A.11.8 EER Trainings

Std.III.A.12

- III.A.12.1 Board Policy 2715 Code of Ethics-Standards of Practice
- III.A.12.2 Administrative Procedure 3050 Institutional Code of Ethics
- III.A.12.3 AFT Agreement, Appendix A, Page 138

III.A.12.4 Board Policy 7365 Discipline and Dismissal of Non-Represented Classified Employees

Std.III.A.13

III.A.13.1 Professional Development Historical Data

III.A.13.2 Professional Development Event Survey

III.A.13.3 Professional Development Committees

III.A.13.4 El Camino College Professional Development Plan

III.A.13.5 AFT Agreement, Article 8, (p.36)

III.A.13.6 ECCE Agreement, Article 21 (p. 86)

III.A.13.7 POA Agreement, Article 18 (p. 62)

III.A.13.8 Technology Committee Survey

Std.III.A.14

III.A.14.1 Administrative Procedures 7145

III.A.14.2 ECCE Agreement, Article 19 (p. 79)

III.A.14.3 AFT Agreement, Article 21, (p. 118)

III.A.14.4 POA Agreement, Article 18 (p. 59)

B. Physical Resources

B.1 The institution assures safe and sufficient physical resources at all locations where it offers courses, programs, and learning support services. They are constructed and maintained to assure access, safety, security, and a healthful learning and working environment.

Evidence of Meeting the Standard

El Camino College provides sufficient physical resources that are safe, accessible, and secure and which promote a healthy learning and working environment at all locations. It does this through a number of measures, such as the Facilities Steering Committee, Facilities Master Plan, ECC Comprehensive Master Plan, safety reports, campus safety training, and routine inspections.

The Facilities Services Department and Police Services Department help the college provide a safe and secure learning and working environment as evidenced by campus safety reports (III B.1.1 Annual Security Report (ASR)) and the annual comprehensive Statewide Association of Community Colleges (SWACC) Property and Liability Inspection (III.B.1.2 SWACC). In addition, the campus police department is fully licensed and accredited, and provides 911 dispatch. (III.B.1.3 police website)

El Camino College provides sufficient physical resources at all locations as indicated in the facilities inventory (III.B.1.4 FUSION) and the Facilities Master Plan. (III.B.1.5 Facilities Master Plan)

ECC's two Bond Measures E1 and E2 (2002 and 2012) demonstrate the College's commitment to providing new and upgraded facilities to further improve the educational environment. (III.B.1.6 bond measure information)

In recognition of its stewardship responsibilities, a variety of services are routinely provided through the facilities services department to help the College maintain the numerous instructional, student, and support services areas of the college. (III.B.1.7 Facilities Steering Committee Minutes, III.B.1.8 College Council presentations, III.B.1.9 Board of Trustees presentation of construction fencing). Campus maps with construction information and paths of travel are available to the public (III.B.1.10)

The College has two mechanisms to report unsafe physical facilities. Conditions requiring immediate action can be reported through the campus work order system (III.B.1.11 Maintenance Request Guide). Conditions requiring more planning or resources can be brought to the Safety Committee for attention (III.B.1.12 Workplace-Health-and-Safety-Committee-01-23-19).

The campus police department actively promotes campus safety, with earthquake drills (III.B.1.13 Great Shake Out) and shelter-in-place drills (III.B.1.14)

Analysis and Evaluation

El Camino College provides safe and sufficient facilities at all locations. The College continues to improve by developing strategies to ensure that the ECC learning and working environment remains safe, secure, and healthful for all. As an example, during FY 2019-20 budget deliberations, attention was directed towards our stewardship responsibilities relative to facilities, grounds, and infrastructure, and the need to include the total-cost-of-ownership in our assessment of planned increases in square footage. Total-cost-of-ownership has been factored into the fiscal year 2019-20 budget through the initial setting aside of state block-grant funds and other savings to create a sinking fund (2019-20 ECC Adopted Budget).

El Camino College is located in an unincorporated section of Los Angeles County and spans 126 acres with 40 buildings and 1.2 million gross square feet (fact check). The campus provides over 6,000 parking spaces in the 10 parking lots for students and employees (fact check). As evidenced by the facilities inventory, the Facilities Master Plan and the bond measures of 2002 and 2012, the College continues to maintain existing buildings and campus structures as well as replace aging facilities. Recent examples include the new Student Services Center, the MBAH building, housing math, business, and health sciences, with space for students to study, classrooms, and specialty rooms for nursing and other health science programs, and a tri-sport athletic complex to serve instruction and intercollegiate athletics. As indicated in the facilities inventory and facilities master plan, the College continuously identifies the various uses of instructional, student, and support areas on the main campus, as well as the off-site business training center and fire academy. These documents detail future priorities and guide college decision making on continued efforts to provide sufficient and functional campus space. (III.B.1.15)

The College Police Department, Office of Health and Safety, and Campus Facility Services are three essential areas for ensuring a safe, accessible and secure learning and working environment. Campus Police is a full service, state-approved police department dedicated to safety and service while working collaboratively with our campus community. Twelve sworn officers, two sergeants, and a chief provide 24-hour safety and service to a diverse campus community and a large variety of facilities. Routine training is provided on emergency preparedness, such as participation in the “Great California Shake Out” earthquake drill, and active-shooter “lockdown/the shelter in place” drills (III.B.1.13). The Facilities department conducts annual fire and safety inspections throughout campus buildings and grounds. Campus climate surveys are taken periodically to assess the campus feeling of safety and security. One outcome of the survey was the College lighting project. It will provide improved lighting around the campus, thereby increasing safety for students, faculty, and staff (III.B.1.16). Campus emergency phones were upgraded in February 2018. In addition, a comprehensive Statewide

Association of Community Colleges (SWACC) Property and Liability Inspection is conducted on an annual basis.

- 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.

Evidence of Meeting the Standard

El Camino Colleges plans, practices, and processes all aspects of physical resources to ensure effective utilization and continued quality to support college programs, services and the institutional mission.

The planning of facilities and future development are guided by the Facilities Master Plan (III.B.1.5). The plan is one component of the Comprehensive Master Plan 2017-2022, pages 2.1-2.16 (III.B.2.1). The entire plan, including the Facilities Master Plan, is developed around the College Mission to “provide excellent comprehensive educational programs and services.” This Master Plan is funded by two bond measures (III.B.2.2). The Facilities Steering Committee is the collegial consultation committee that provides routine guidance and recommendation to the College regarding routine improvements and site maintenance (III.B.2.3). The Annual Planning process is the mechanism by which the institution ensures program and service needs, and determines equipment upgrade, replacement, and service. (III.B.2.4). To ensure new construction meets the needs of programs and services, user groups are developed. These user groups meet with the architects during building design to ensure the facilities are efficient, within budget, and yet still meet the needs of the programs and services (III.B.2.5).

The Facilities Services Department has employed skilled tradesmen and developed an established process for scheduled maintenance, as well as a system for reporting emergent issues and safety concerns directly to executive management and the campus (III.B.2.6, III.B.2.7, III.B.2.8).

Analysis and Evaluation

The 2017 Facilities Master Plan, guided by the College Educational Master Plan and in alignment with the mission, serves as the foundation for recommendations regarding physical resources. The plan

provides a road map for future development of the campus, including recommendations for renovation and replacement of facilities, as well as site improvements (III.B.2.1).

In 2002 and again in 2012, El Camino College passed bond measures in an effort to replace, build, or upgrade various instructional and student support areas throughout the campus. Oversight of the implementation of Measure E is provided by the Citizen's Bond Oversight Committee (III.B.2.2).

The El Camino College Facilities Steering Committee is a collegial consultation committee that provides routine review, input and recommendations on the facilities master plan, construction, facilities improvements and other site improvements (III.B.2.3). The Facilities Steering Committee purpose states that it will provide input for program planning, review related documents, and make recommendations for the Facilities Master Plan through the Planning and Budget Committee, the College Council, Executive Cabinet and ultimately, the Board of Trustees (III.B.2.3, III.B.2.7, III.B.2.8).

El Camino College has established an integrated and collaborative planning process that supports the maintenance, upgrade, and replacement resources or equipment that is essential to the support of our programs, students, and employees. The annual planning process is driven by faculty and staff participation in program review, the results of which filter up to prioritization by the division, then by the area vice president, ultimately leading to prioritization within the College plan. Available resources are then allocated to those prioritized pursuant to the college plan. One example of this process is installation of an art gallery rail and track lighting in the Library Lobby for monthly campus and community area displays. The library faculty members had made requests for the art rails and track lighting in the 2017 program review and 2018 annual plan annual plan. Replacement was completed in summer 2019 (III.B.2.4).

To ensure new construction meets the program and service needs of the programs, campus user groups are developed at the beginning of the design stage of any new building. During the summer of 2018, both the Behavioral and Social Science Division and the Fine Arts Division convened groups comprised of faculty representatives from each program, classified staff, and managers, in collaboration with the contracted campus construction manager (LendLease) and architects to survey the faculty on the program needs, classroom lecture and lab space, technology needs and aesthetic design prior to campus approval and submission to the Department of State Architects. (III.B.2.5)

The Facilities Services Department is a large department of skilled tradesman and classified professionals that provide staffing and processes for the planning, design, construction, maintenance, and repair of physical resources throughout campus. The department has an established process for scheduled maintenance, as well as a system for reporting emergent issues and safety concerns directly to executive management and the campus. (III.B.2.3).

El Camino College meets the standard to plan, acquire, maintain, and upgrade physical resources to ensure effective utilization and continued quality to support programs, services, and the College mission as evidenced by the established committees, annual reviews, and processes which are integrated throughout campus.

- 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.

Evidence of Meeting the Standard

El Camino College regularly assesses the use of its facilities and uses the results to improve facilities and equipment. The College assures, plans, and evaluates its physical resources, including all facilities and equipment, for feasibility and effectiveness in the support of programs and services on campus to provide a healthy learning and working environment.

The Facilities Master Plan (III.B.1.5) directs campus facilities planning. It is evaluated and revised every five years and supports long-range needs. The Five-Year Capital Plan (III.B.2.6) assesses the use of facilities and occupancy and is informed by FUSION, the space planning report sent annually to the Community College Chancellor's Office (III.B.1.4). The Facilities Planning and Services Division has developed a set of campus standards for building or modifying facilities (III.B.3.1).

The Facilities Planning and Services Division employs a campus wide work order and repair software to help address emergent needs as well as provide consistent feedback to campus users. (III.B.1.11). Campus needs are discussed and prioritized at the regular Facilities Steering Committee meetings (III.B.3.2).

Analysis and Evaluation

The 2017 facilities master plan (III.B.1.5), which supports the College's comprehensive master plan, provides an analysis of the facility needs of the campus by considering long-range enrollment forecasting, changing campus needs, technology, safety, and the condition of existing facilities, grounds, and infrastructure. The College's Capital Plan contains projects that increase the capacity load ratios in each of the categories of space in which the district is under 100%. (III.B.2.6, III.B.1.4). From this review and analysis, a series of planning priorities were developed and implemented to continue providing sufficient and effective physical resources throughout the campus.

The College has developed and updated a comprehensive set of design standards and material specifications used when building or modifying facilities. The Facilities Planning and Services Division utilizes these plans to maintain and update facilities throughout campus (III.B.3.1).

These design standards are used when building or modifying facilities. Designers are required to follow the standards unless given specific permission to deviate from them. Facilities are maintained at the level of original construction. The College supports a comprehensive maintenance and operations program. Administering the program is the responsibility of the Facilities Planning and Services Division, which currently has 98 funded positions.

The Facilities Planning and Services Division utilizes a campus wide work order and repair software to help address emergent needs as well as provide consistent feedback to campus users. In the 12-month period of January through December 2019, the Facilities Planning and Services Division received 7246 work requests and completed 7655, representing a 105.6 % completion rate. (III.B.1.11)

The Facilities Steering Committee, a collegial consultation committee, provides routine updates, feedback, and takes input / recommendations on facility needs throughout campus. An example of the evaluation of program needs is the current upgrade to the Baseball field, including restrooms, protective netting, and field repair (III.B.3.2). Additional committees, such as building user groups, are integrated throughout campus. They are established to help program facilities meet the educational needs of the College now and well into the future.

The Measure E bond efforts of 2002 and 2012 provided the opportunity for evaluation of campus-wide facilities, including the planning and replacement of aging facilities, in an effort to improve our effectiveness in creating a safe, secure, and technologically-current learning environment. This review also provided an opportunity to evaluate our current instructional and noninstructional equipment inventories and plan for the replacement of aging and antiquated equipment. (III.B.3.3)

The effectiveness of El Camino College District's facilities planning and construction efforts is assured in a variety of ways: input from campus groups, involvement of building users in the design process, and review of project plans by operations and maintenance staff. The Facilities

Steering Committee is a group that considers facilities projects and provides advice and recommendations to the President.

The design process for new buildings and building renovations includes the participation of user groups that will occupy and utilize the building. Subject to budget, schedule, and quality requirements, user groups are consulted about the design of the spaces they will occupy and about the most efficient way to equip their classrooms and workspaces.

El Camino College meets the standard of assuring, planning, and evaluating its physical resources, including all facilities and equipment, for feasibility and effectiveness in the support of programs and services on campus to provide a healthy learning and working environment

B.4 Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

Evidence of Meeting the Standard

The College blueprint for long range capital plans is found in the Facilities Master Plan (III.B.4.1). This plan evaluates campus capital projects and ensures they include projections of total cost of ownership, which is defined in the plan. To ensure the projects support college goals, any new buildings are developed with end user group input (III.B.4.2) and then reviewed by both the Facilities Steering Committee and the Planning and Budget Committee (III.B.4.3, III.B.4.4).

Analysis and Evaluation

In 2017, the district adopted an Updated Facilities Master Plan that containing specific goals to support institutional goals. The purpose of the Facilities Master Plan (FMP) for El Camino College is to provide a guide for future campus development. Given that, the College believed it important to update the FMP to ensure that our planning and efforts remain current. Another update is being considered at the time of this writing. **This section does not address total cost of ownership – an area of improvement?**

The revised plan, as was the case previously, provides a blueprint for the placement of future facilities, the renovation of existing facilities, and a number of site improvements for the College. The planning process was highly participatory, involving all college constituencies. The committee reviewed the analysis of existing conditions, capacity loads, enrollment data and projections, new state mandates and program initiatives, evaluated a series of development options, and made decisions that led to the establishment of master plan recommendations. (III.B.4.1).

The planning process included a series of Facilities Master Planning Committee meetings as well as presentations and discussions within the College and with the Board of Trustees to broaden the plan's perspective and to enhance the acceptance of proposed projects. Project goals were identified in 2017 by the Facilities Steering Committee at the beginning of the facilities master plan planning process (III.B.4.2) and evaluated in 2018 (III.B.4.6).

Since the adoption of the 2017 Facilities Master Plan, the College has completed facilities projects that address the institutional goals. Examples include the CAT Bldg., Murdock Stadium Project, Parking Lot C Project, Sand Volleyball Relocation Project, Student Services Building, Main Gymnasium Project, Prop 39 Lighting Project, Prop 39 RCx Gas and Electric Upgrade Project. The Board of Trustees also approved a Sustainability Plan to guide our work in this regard in the future (III.B.4.5).

Conclusions on Standard III.B. Physical Resources

El Camino College provides safe and sufficient facilities at all locations. Processes and services are in place to ensure the facilities are maintained to provide a clean and safe environment. The Facilities Master Plan provides direction on major construction projects supported by bond measures for the repair and replacement of facilities to support programs, services and the college mission. These plans are evaluated and facilities inspected on a regular basis. The Campus Police Department offers training to the college community and ensures compliance with state law and municipal codes.

Evidence List

Standard IIIB. Physical Resources

Standard III.B.1

III.B.1.1 Annual Security Report (ASR)

III.B.1.2 SWACC

III.B.1.3 police website

III.B.1.4 FUSION

III.B.1.5 Facilities Master Plan

III.B.1.6 bond measure information

III.B.1.7 Facilities Steering Committee Minutes

III.B.1.8 College Council presentations 20191021

III.B.1.9 Board of Trustees presentation of construction fencing

III.B.1.10 Construction Map

- III.B.1.11 Maintenance Request
- III.B.1.12 Safety Committee minutes, 1-23-19
- III.B.1.13 Great Shake Out
- III.B.1.14 shelter-in-place drills
- III.B.1.15 2018 Campus Climate Survey pg 8,
- III.B.1.16 III.B.1.16 Town Hall presentation 10-2019 pg 32-35

Standard III.B.2

- III.B.2.1 Facilities Master Plan pg 2.15
- III.B.2.2 Measure E Bond Annual Report 2017-18
- III.B.2.3 Facilities Steering Committee minutes, 4-1-2019
- III.B.2.4 Annual Plan Facilities Requests
- III.B.2.5 BSS User Group meeting minutes June 2018
- III.B.2.6 5-Year Capital Plan
- III.B.2.4 PBC minutes, 9-19-2019
- III.B.2.5 BOT minutes, 2-19-2019

Standard III.B.3

- III.B.1.5 Facilities Master Plan
- III.B.2.6 5-Year Capital Plan
- III.B.1.4 Fusion Space Planning Report
- III.B.3.1 Design Standards
- III.B.1.11 Maintenance Request
- III.B.3.2 Facilities Steering Committee minutes, 4-1-2019
- III.B.3.3 Annual Bond Report 2017-18, page 5

Standard III.B.4

- III.B.4.1 Facilities Steering Committee 9-20-16 minutes
- III.B.4.2 Facilities Sterring Committee Presentation Feb 2017
- III.B.4.3 Facilities Steering Committee 6-12-17 minutes
- III.B.4.4 PBC minutes
- III.B.4.5 BOT minutes Jul 15 2019
- III.B.4.6 Strategic Initiative Evaluation Report 2015-18 pg 33-37

III.C. Technology Resources

- 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.

Evidence of Meeting the Standard

Identifying technology needs begins at the program or unit level. The program review process addresses the technology status and needs of a program or unit. Technology proposals then move through the collegial consultation planning process utilizing ECC Standing Committees, such as the ECC College Technology Committee (CTC) (III.C.1.1, III.C.1.2, III.C.1.3, III.C.1.4), and periodic technology surveys of employees and students (III.C.1.5, III.C.1.6, III.C.1.7, III.C.1.8, III.C.1.9, III.C.1.10, III.C.1.11, III.C.1.12, III.C.1.13).

To maximize effectiveness, the college community coordinates technology planning efforts through the CTC (III.C.1.14). The CTC is responsible for developing, reviewing, and updating on an annual basis (III.C.1.15, III.C.1.16, III.C.1.17) the Technology Master Plan (TMP) (III.C.1.18). The TMP is used in conjunction with the instructional technology recommendations of the Academic Technology Committee (ATC) (III.C.1.19, III.C.1.20, III.C.1.21). The College then establishes priorities based on this plan and makes resource allocation recommendations to the cabinet via the Chief Technology Officer.

El Camino College regularly evaluates its effectiveness in meeting its range of technology needs through an annual review of the Technology Master Plan. This review provides context for reconsideration of strategic goals, the establishment of objectives for the coming fiscal year, and integration with the College's Strategic Plan and Comprehensive Master Plan (CMP) (III.C.1.19, III.C.1.20, III.C.1.21). ECC also ensures effectiveness through periodic staff and student technology surveys (III.C.1.25, III.C.1.26, III.C.1.27, III.C.1.28, III.C.1.29, III.C.1.30, III.C.1.31, III.C.1.32, III.C.1.33); and Administrative Division Program Review (III.C.1.34, III.C.1.35). Student and employee feedback surveys are reviewed by the College Council (III.C.1.36, III.C.1.37) and the Technology Committee (III.C.1.38, III.C.1.39) to help determine areas in need of improvement. ECC has engaged in multiple external reviews by outside subject matter experts to help determine actions to improve specific technology areas (III.C.1.40, III.C.1.41, III.C.1.42, III.C.1.43), to align with established goals in the Technology Plan.

Under the guidance of the Chief Technology Officer and in conjunction with input and advice from the College's Technology Committee, disaster recovery technologies have been acquired and implemented that will help mitigate or offset service disruptions ranging from minor system failures to the loss of the entire infrastructure. The information/data is stored at secure locations on campus. The college is also backing up data offsite to the cloud provider Amazon Web Services. A full Disaster Recovery Plan is being developed in 2020 (III.C.1.44).

A Security Roadmap has been developed to address network and systems security and vulnerability mitigation, security architecture design, virus and intrusion detection, incident handling, forensics, and encryption. (III.C.1.45)

The technology and security initiatives at ECC have been driven by the College's Technology Master Plan, external recommendations, and the Technology Committee. The result has been the deployment of critical security services and equipment aimed at data protection, reduced cyber threats and increased user safety. These upgrade initiatives include: campus-wide Windows 10 implementation, Next Generation Cisco firewall deployment and Cisco Umbrella DNS protection, implementation of Tenable Security Center, Nessus vulnerability scanning, Splunk Enterprise log aggregation, KnowBe4 cyber-hygiene user training, and Barracuda Cloud spam firewall (III.C.46, III.C.1.47 III.C.1.48 III.C.1.49 III.C.1.50 III.C.1.51).

Analysis and Evaluation

El Camino College (ECC) meets the standard. The College uses technology to enhance its vision to be the college of choice for successful student learning that transforms lives, strengthens community, and inspires individuals to excel by providing the technology services and resources required by our faculty, staff, and students.

The Information Technology Services Department provides comprehensive technical support for all technology services, including facilities, hardware, software, instructional platforms, technology infrastructure, Internet, and telecommunications.

The College Technology Committee supports regular analysis of available technologies, evaluates the College technology standards, and makes recommendations for improvement to hardware, software, and technology systems. This helps ensure that services and support are appropriate and adequate to support the institution's management and operational functions, academic programs, teaching and learning, and support services.

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.

Evidence of Meeting the Standard

College Plans

ECC continuously plans to ensure that technology infrastructure, quality, and capacity are adequate and serve the needs of its programs and services. The College's planning processes ensure that technology needs are aligned to its mission through the Strategic Plan, the Technology Master Plan, and the Program Review process.

The College's Strategic Plan includes a strategic initiative for Modernization to "Enhance infrastructure, services, and resources related to facilities and technologies to maintain a highly flexible learning and working environment" with an objective to "Utilize up-to-date technology to support college programs that meet the needs of students, faculty, staff, and the community." (III.C.2.1)

The ECC Comprehensive Master Plan defines the planning process for the College. The planning process integrates assessment, evaluation, and planning to promote institutional effectiveness and student success. The mission underlies all that the College does, with Strategic Initiatives providing direction for achieving the mission. The Comprehensive Master Plan is based on the Mission and Strategic Initiatives and is informed by the planning components (III.C.2.2).

The ECC Technology Master Plan delineates institutional needs, opportunities and challenges, and provides specific goals and objectives to address them (III.C.2.3).

To support adequate technology planning appropriate to the mission and supporting operations, programs, and services, the Technology Committee is part of the District's Participatory Governance Structure and reports to the District Governance Senate. The Technology Committee is responsible for establishing the District's Technology Plan and updating the plan every five years. The Technology Plan enables the District to continuously plan for and update its technology infrastructure, quality, and capacity (III.C.2.4).

ECC Technology Funding

The Planning and Budget Cycle process allows for consistent and organized budget building for the College. The TracDat system is used to input requirements and data into a single system for review and processing. Once each unit has entered its requirements, the budget review process is conducted. At the conclusion of the review and approval phase, each of the primary divisions (Academic Affairs, Administration Services, HR, Student and Community Advancement, Public Affairs and Marketing, Institutional Research and Planning, Grants, and Foundation) will conduct a review of their requirements for technology needs and possible projects for the upcoming year with the Chief Technology Officer to determine compatibility, feasibility and priority. Requirements that need ITS support will be considered in terms of availability of that support to help prioritize the overall ITS workload within the ITS annual work plan (III.C.2.5).

The Technology Master Plan (TMP) includes an objective to establish a five-year Life Cycle Replacement Program (III.C.2.6), designed to ensure a smooth continuous equipment replacement process to maintain the institution's capabilities and inventory to meet its growing and evolving needs. The program is designed to identify and replace outdated or obsolete equipment annually and within budget constraints. Due to budget constraints, during the first three years of the TMP the plan was not implemented, but in 2020 ECC is implementing a plan with input from the College Technology Committee (III.C.2.7, III.C.2.8).

Application Maintenance and Enhancements

The College uses many different applications to run the organization and invests significant resources to acquire, maintain, and enhance those systems (III.C.2.9). Ellucian Colleague, the College's Enterprise Resource Planning (ERP) system, includes modules for Student, Financial Aid, and Finance. The system interfaces to HR and Payroll systems at the Los Angeles County Office of Education (LACOE). To stay current, the ITS Department works with external subject matter experts to advise the District on the use of Colleague (III.C.2.10, III.C.2.11).

Technical Infrastructure Resource Enhancements

The College has made significant investments in its technical infrastructure. In 2018, El Camino College spent over \$1.9 million to upgrade the campus wireless network to meet growing student, faculty, and staff needs to connect to the Internet using mobile devices (III.C.2.12).

The CENIC (Corporation for Education Network Initiatives in California) Internet circuits were upgraded from 1 Gigabit to 10 Gigabits in 2017 to increase network throughput for the main campus. These circuits are paid for by the CCC Chancellor's Office,

In 2019, the College acquired and implemented next-generation firewalls to provide a greater level of security and to also increase network traffic throughput with equipment that can handle the capacity of the 10 gigabit CENIC circuits (III.C.2.13).

In 2020, ECC will be upgrading the network core switches to provide higher network throughput across the campus, based on recommendations from a PlanNet assessment performed in early 2020 (III.C.2.14).

In 2019, ECC also made investments by upgrading its server and storage infrastructure, which resulted in capacity enhancements and performance improvements for all users of the Colleague ERP system, which is used by students, faculty, and staff (III.C.2.15).

The College acquired and implemented multiple security enhancements in 2019, including systems to defend against ransomware, Cisco Umbrella, and Malwarebytes (III.C.2.16, III.C.2.17).

For keeping end user computers up to date, technicians utilize systems from Microsoft for PCs and Jamf for Apple devices. These management tools allow for efficient updates of thousands of desktop and mobile devices throughout the enterprise, keeping systems current (III.C.2.17, III.C.2.18).

Analysis and Evaluation

El Camino College meets the standard. Technology, infrastructure, quality, and capacity are adequate to support the College's mission, operations, programs, and services. The College has

established provisions to ensure a robust, current, sustainable, and secure technical infrastructure is maintained that provides high reliability for students and faculty. The established processes ensure that the technology is linked to the District's vision, mission, goals, and objectives through the participatory governance process. Technology needs are analyzed and assessed through the Technology Master Plan, program review process, and strategic planning process.

El Camino College demonstrates its process to prioritize decisions on technology purchases through the collegial consultation process, guided by the development, adoption, and updating of the Technology Master Plan. Funding to support the implementation of the Technology Master Plan is developed through the annual Administrative Division Budget meeting, Cabinet meetings, and Planning and Budgeting Committee meetings in order to determine priorities and approvals.

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.

Evidence of Meeting the Standard

El Camino College provides adequate technology resources in all College facilities and assures that these resources are reliable, safe and secure.

The College ensures that access to technology resources at all locations is upgraded and maintained to support all aspects of learning, coupled with security systems to assure reliability, access, and security.

Reliable Access

The College, where feasible, has implemented redundant infrastructure to provide high availability and reliable access. This includes redundant firewalls, core switches, and servers to host critical applications (III.C.3.1, III.C.3.2).

All critical infrastructure is covered by manufacturer maintenance contracts, to provide support in the event of technical issues. ITS staff are trained on the appropriate technologies to repair and maintain hardware and software, working in conjunction with manufacturers and vendors.

Solar Winds management software is used for monitoring network resources, including the network infrastructure, servers, and applications. The system can alert the ITS staff to current and potential issues (III.C.3.3).

All central systems are backed up on a nightly basis to a Dell appliance, and then the backup data is replicated to Amazon Web Services (III.C.3.4).

As part of the Technology Master Plan, one key objective is to develop a Disaster Recovery (DR) Plan. This backup methodology will be the centerpiece of the DR plan that is currently being developed (III.C.3.5).

The College is increasing its use of cloud resources, with critical systems hosted elsewhere. Canvas, the Learning Management System for distance education, is hosted by Instructure at Amazon Web Services (AWS). The College has been migrating its email to Office 365, hosted by Microsoft in its Azure cloud, with an expected completion in mid-2020. ECC renewed its contract with Ellucian for Colleague through 2024; with that contract, the College will be able to migrate Colleague to the Ellucian Cloud also hosted at AWS (III.C.3.6).

Accessibility

In 1972 El Camino College established the Special Resource Center (SRC), a program to assist students with disabilities in their pursuit of a post-secondary education. The purpose of this program is to assist students with disabilities to perform on an equal basis with non-disabled students in an integrated campus setting. In the first year, this program served a total of 65 students, and now over 1900 students are currently receiving services (III.C.3.7).

Under the auspices of the SRC, the College opened the High Tech Center for the disabled in 1987 with state funding from the California Community College Foundation and the State Department of Rehabilitation. The Center is now an integrated lab providing lab experience for a variety of Educational Development courses, individualize training of assistive technologies, open stations for continual skill improvement, and technical support for diverse needs in the academic labs across campus (III.C.3.8).

Safety Systems

The Information Technology Services department coordinates with the Police Department and the Facilities Department to maintain safety systems, such as Blue Phones (emergency communications systems), elevator phones, and video surveillance security cameras. The College also has implemented Regroup to notify students about safety issues via voice calls or text (III.C.3.9).

In 2016, ECC increased its commitment to information security by establishing and filling the position of Information Security Specialist (ISS) (III.C.3.10). The new ISS led the effort to develop an Information Security Roadmap in 2016; it is being reviewed and updated in 2020 (III.C.3.11). The roadmap, in conjunction with a plan of security improvements in Appendix B of the Technology Master Plan (III.C.3.12), provides a blueprint for the continued maintenance and enhancement of the ECC security posture.

Analysis and Evaluation

El Camino College meets the Standard. Technology resources that support programs and services at the College acquired and implemented to provide reliable access, safety, and security.

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.

Evidence of Meeting the Standard

ECC has a long history of supporting professional development, establishing a Professional Development and Learning Department (PDL) in 1986. It is one of a few community colleges in California with a department dedicated to professional development (III.C.4.1). The Department provides training to all employees, including faculty, classified staff, and administrators (III.C.4.2). The mission of the Department is to foster a continuous learning environment which contributes to employee success and enhances employee satisfaction by providing the following skills development training, resources for personal and professional development, and opportunities for renewal, team building, and sharing a wide variety of training on technology and software is provided throughout the year (III.C.4.3). The PDL assesses faculty and staff training needs via surveys (III.C.4.4, III.C.4.5, III.C.4.6, III.C.4.7). Human Resources training is provided through an online service from Keenan (III.C.4.8). ITS provides cyber security training both in-house and through an online service from KnowBe4 (III.C.4.9, III.C.4.10). Employee training for using Colleague has been provided by the ITS Department, by the Professional Development & Learning Department, and from the manufacture of the software, Ellucian. The College also established an enterprise level training account with Ellucian to provide online training access to numerous training courses through its On-Demand Subscription Library (ODSL). This training covered Academic and Fiscal staff, ITS programming staff, the International Student Module and Transfer Equivalencies Tables (III.C.4.11). The Ellucian Strategic Alignment Process report (III.C.4.12) resulted in developing and conducting training on Colleague for Academic Divisions, Admissions and Records (Transfers), and Fiscal Services. This assessment also revealed a need to provide more extensive training to the ECC ITS Programming department due to the retirement of 3 out of 6 programmers.

Student training begins with the required New Student Orientation video, which is delivered via the Canvas LMS (III.C.4.13); this includes information on accessing El Camino College's computing systems, web links on the El Camino College home page, MyECC pages, and links to additional instructional videos. The video content provides info about applying for admission, financial aid, taking an assessment survey, orientation, Education Planning, registering for classes, and fees (III.C.4.14, III.C.4.15). Student support is also provided through the ITS Help Desk and the Distance Education Office (III.C.4.16). Additionally, our Special Resource Center (SRC) provides online and one-to-one training for SRC students on the use of special software and hardware for their use throughout campus, including the SRC Trainer. Additional online and on-call tools provided to our registered SRC students include Zoom and Read Write Gold software (III.C.4.17).

Analysis and Evaluation

El Camino College meets the standard. ECC is committed to training and professional development, as stated in the Technology Master Plan, “College faculty, staff, students, and administrators rely on technology to perform many of their daily job functions. New technologies become available almost annually and are subsequently purchased and implemented. If employees and students are to perform their jobs effectively and efficiently or learn effectively; timely training after installation is critical. The complexity of technology at El Camino College requires the Professional Development and Learning Department and ITS to work closely together to ensure that faculty and staff are being trained in the use of the latest software in use at the campus including Ellucian Colleague. The College must continue to assure that training is offered, and that it meets ADA and 508 compliance standards for access. The College will provide infrastructure and technology support for compliant assistive technology and assisted learning requirements to ensure equity for all students and employees.”

The College provides multiple technology and software training opportunities for students and staff through regularly scheduled workshops. New faculty and staff are provided technology training as necessary for their positions. Regular training sessions on the effective use of technology and technology systems related to District programs, services, and Colleague operations are available for employees.

C.5 The institution has policies and procedures that guide the appropriate use of technology in the teaching and learning processes.

Evidence of Meeting the Standard

The District has established policies and procedures that ensure that use of technology is appropriate to the teaching and learning environment.

Each Vice President maintains a timeline of the policies and procedures within their purview. All vice presidents review the policies and procedures for which they are responsible with their respective Area Councils. Completed policies and procedures are brought by the vice presidents to the College Council for dissemination and review by appropriate constituent groups. Upon consensus of the College Council, the finalized policy moves forward for Board approval. Associated procedures are presented to the Board for information (III.C.5.1).

In 2011, El Camino College approved Policy 6160 Computer and Network Use Policy and the related Administrative Procedure 6160 Computer and Network Use, which determine guidelines for appropriate use of technology in teaching and learning. The procedures covered address user rights, authorized and prohibited uses, conditions of use, and confidentiality. In 1996, the ECC approved board policy 3720.1 Student Computing Access, which governs use of computers by students (III.C.5.2, III.C.5.3, III.C.5.4).

El Camino College ensures that there are established procedures on decision making on appropriate use of technology and distribution of those resources through the board approved guidelines in the “Making Decision at El Camino College 2015-2020” document, which establishes the expectations and procedures for how college decisions will be made throughout the campus (III.C.5.5, III.C.5.6).

As part of this process, the College ensures technology decisions are made in collegial consultation through the College Technology Committee and the Academic Technology Committee, which offer broad representation of each constituent group on campus. The stated mission, goals and minutes of these committees are available on the college website and publicized on campus to ensure all campus constituents have a voice in the technology needs and resources of the campus (III.C.5.7, III.C.5.8).

Updates or additions to technology policies and administrative procedures would be initiated via the College Technology Committee. Recommendations for BP or AP updates or additions would be sent to the College Council for consideration to present to the board for approval (III.C.5.9, III.C.5.10).

The College regularly publicizes updates to policies and processes and current decisions through Board meeting agendas and minutes posted in BoardDocs on the College website (III.C.5.11).

Analysis and Evaluation

El Camino College meets the standard. The College has established processes to make decisions about the appropriate use and distribution of technology resources. Appropriate use policies and procedures provide safeguards for the use of technology and are shared and publicized appropriately. El Camino College publicizes the policies and procedures that affect technology through its website via BoardDocs.

Conclusions on Standard III.C. Technology Resources

The College ensures the effective use of technology resources to achieve its mission through appropriate board policies and administrative procedures. Information Technology Services, the College Technology Committee, the Academic Technology Committee, and the Planning and Budget Committee all collaborate in these processes. The Technology Master Plan, a component of the Educational Master Plan, along with surveys and “Making Decisions” guidelines all provide input to identify, measure and assess the technology needs of the College.

Evidence List

Standard III: C. Technology Resources

Standard III.C.1

III.C.1.1 Making Decisions El Camino College 2015, section 5, page 12, 2nd paragraph

III.C.1.2 TracDat 5-21-8 condensed version

III.C.1.3 ITS Unit Plan 06-11-18
 III.C.1.4 *Placeholder for 2020 ITS Unit Plan from TracDat
 III.C.1.5 AdministrativeServSurvey_2018
 III.C.1.6 Spring 2018 ITS survey question numbers
 III.C.1.7 CCSSE Survey Results ECC 2014.pdf, page 10, Table 4: Computer Lab satisfaction
 III.C.1.8 2019-10-15 Tech Comm Minutes, page 2, item 5
 III.C.1.9 PlanNet_IT_Assessment, pages 11-12
 III.C.1.10 Student Technology Survey 2016
 III.C.1.11 Student Technology Survey 2016 Results
 III.C.1.12 SIG - ECC Colleague Survey_v2
 III.C.1.13 *Placeholder for New Technology survey to be completed in April 2020
 III.C.1.14 Technology Committee Roles and Responsibilities 2018
 III.C.1.15 2018-08-21 Tech Comm Minutes, page 3, item II.b.
 III.C.1.16 2019-07-16 Tech Comm Minutes, page 2, item II.b.
 III.C.1.17 2019-09-17 Tech Comm Minutes, page 2, item II.b.
 III.C.1.18 Technology Master Plan_2017-2022
 III.C.1.19 ATC MINUTES 9-27-18, BYOD Discussion, page 2, first paragraph
 III.C.1.20 2018-10-16 Tech Comm Minutes, page 2, item III.b.
 III.C.1.21 ATC MINUTES 10-25-18, BYOD Discussion, page 1, first paragraph
 III.C.1.22 TracDat 5-21-18 condensed version
 III.C.1.23 ITS Unit Plan 06-11-18
 III.C.1.24 *Placeholder for 2020 ITS Unit Plan from TracDat

 III.C.1.25 AdministrativeServSurvey_2018
 III.C.1.26 Spring 2018 ITS survey question numbers
 III.C.1.27 CCSSE Survey Results ECC 2014.pdf, page 10, Table 4: Computer Lab satisfaction
 III.C.1.28 2019-10-15 Tech Comm Minutes, page 2, item 5
 III.C.1.29 PlanNet IT Assessment, pages 11-12
 III.C.1.30 Student Technology Survey 2016
 III.C.1.31 Student Technology Survey 2016 Results
 III.C.1.32 SIG - ECC Colleague Survey_v2
 III.C.1.33 *Placeholder for New Technology survey to be completed in April 2020
 III.C.1.34 ECC Comprehensive Master Plan 2017-2022, page VII, paragraph 4, Technology Plan
 III.C.1.35 El Camino College 2020-2023 Strategic Plan final version, page 11, Objective 1
 III.C.1.36 *Placeholder for Technology Survey to be completed in April 2020
 III.C.1.37 *Placeholder for Technology Survey, review by College Council, meeting minutes
 III.C.1.38 *Placeholder for CTC review of 2020 Admin. Services Customer Satisfaction Survey
 III.C.1.39 *Placeholder for CTC review of 2020 New Technology survey to be completed in April 2020
 III.C.1.40 Ellucian - El Camino Strategic Alignment Report 2018-02-05
 III.C.1.41 PlanNet - IT Assessment 2015-01-30
 III.C.1.42 *Placeholder for Strata Information Group Colleague needs review of 2020
 III.C.1.43 *Placeholder for PlanNet Network needs review of 2020
 III.C.1.44 10-08-19 ECC Dell EMC DP4400_Quote
 III.C.1.45 ITS Security 5-Yr. Roadmap
 III.C.1.46 2018-02-14 Cisco Firewall Proposal with AMP and Umbrella
 III.C.1.47 Iron Mountain signed Cloud agreement 2018

III.C.1.48 KnowB4 - Executive Summary
III.C.1.49 CCC Tech Center website: <https://cccsecuritycenter.org/services/vulnerability-management>
III.C.1.50 CCC Tech Center website: <https://cccsecuritycenter.org/services/central-logging>
III.C.1.51 Barracuda Signed PO

III.C.2.1 2020-23 Strategic Plan_final version, page 7
III.C.2.2 ECC Comprehensive Master Plan 2017-2022, page VIII
III.C.2.3 Technology Master Plan_2017-2022, page 45

III.C.2.4 <http://www.elcamino.edu/administration/campus-committees/ecc-technology-committee/>
III.C.2.5 <https://www.elcamino.edu/administration/president/pbc/>
III.C.2.6 Technology Master Plan_2017-2022, bottom of page 13
III.C.2.7 2019-12-17 Tech Comm Minutes
III.C.2.8 2020-01-28 Tech Comm Minutes Draft
III.C.2.9: 3.A-ADS-Projects-CompletionTimeline-v3.1
III.C.2.10 Ellucian - El Camino Strategic Alignment Report 2018-02-05
III.C.2.11 SIG Assessment Contract
III.C.2.12: Dell Aruba wireless order 2018
III.C.2.13: 2018-02-14 Cisco Firewall Proposal with AMP and Umbrella
III.C.2.14: PlanNet Assessment 2020 - Signed Contract
III.C.2.15: Dell Server Upgrades
III.C.2.16 2018-02-14 Cisco Firewall Proposal with AMP and Umbrella
III.C.2.17 Malwarebytes PO
III.C.2.17 <https://docs.microsoft.com/en-us/configmgr/core/understand/introduction>
III.C.2.18 <https://www.jamf.com/>

III.C.3.1. 2018-02-14 Cisco Firewall Proposal with AMP and Umbrella
III.C.3.2 *Placeholder for future core switch order

III.C.3.3 <https://www.solarwinds.com/>

III.C.3.4 10-08-19 ECC DellEMC DP4400_Quote

III.C.3.5 Technology Master Plan_2017-2022.pdf page 15
III.C.3.6 Ellucian - El Camino Strategic Alignment Report 2018-02-05
III.C.3.7 <https://www.elcamino.edu/student/studentservices/src/>

III.C.3.8 <https://www.elcamino.edu/student/studentservices/src/hightech.aspx>
III.C.3.9 911 E-Pole Check list Master Issue
III.C.3.10 Information Security Specialist 2016
III.C.3.11 ITS Security 5-Yr. Roadmap
III.C.3.12 Technology Master Plan_2017-2022.pdf page 29

III.C.4.1 CCC Districts - PD Survey 02-2020
III.C.4.2 <https://www.elcamino.edu/about/depts/prodev/>
III.C.4.3 PD Data 2017-2019

- III.C.4.4 2019 Faculty Needs Assessment
- III.C.4.5 Faculty Technology Needs Survey Results
- III.C.4.6 Technology Training Evaluation February 4, 2020_11.41
- III.C.4.7 Technology Training Evaluation 2017-19
- III.C.4.8 Keenan Training
- III.C.4.9 Information Security Training Dates
- III.C.4.10 <https://www.knowbe4.com/knowbe4-training-modules-overview/>
- III.C.4.11 Placeholder for training information from Ellucian
- III.C.4.12 Ellucian - El Camino Strategic Alignment Report 2018-02-05
- III.C.4.13 <http://www.elcamino.edu/admissions/orientation.aspx>

- III.C.4.14 <https://vimeo.com/showcase/5838773>
- III.C.4.15 <https://www.elcamino.edu/student/studentservices/src/>
- III.C.4.16 <https://www.elcamino.edu/library/distance-ed/OEISStudentReadinessTutorials.aspx>
- III.C.4.17 <https://www.elcamino.edu/student/studentservices/src/>

- III.C.5.1: AP 2410 Board Policies and Administrative Procedures
- III.C.5.2 BP 6160 Computer and Network Use Policy
- III.C.5.3 AP 6160 Computer and Network Use
- III.C.5.4 BP 3720.1 Student Computing Access
- III.C.5.5 Making Decision at El Camino College 2015, Collegial Consultation, page 4
- III.C.5.6 AP 2510 Collegial Consultation

- III.C.5.7 <http://www.elcamino.edu/administration/campus-committees/ecc-technology-committee/>
- III.C.5.8 <http://www.elcamino.edu/administration/campus-committees/academic-technology-committee/>
- III.C.5.9 Rationale Behind Overhauling ECC Computer and Network Use Policies
- III.C.5.10 10 15 18 College Council Minutes
- III.C.5.11 <https://go.boarddocs.com/ca/ecccd/Board.nsf/vpublic?open>

D. Financial Resources

Planning

- 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. (ER 18)

Evidence of Meeting the Standard

El Camino College plans and maintains a budget that supports and sustains student learning programs and services. Our highest priority is our students and the successful attainment of their

educational goals. As a result, considerable effort has been given to strengthening campus planning and resource allocation processes to fulfill academic, technological, facilities, and staffing needs. The institution has established six Strategic Initiatives to support a strong mission, vision, values, goals with institutional learning outcomes to provide sufficient support of student success concomitant with financial solvency (III.D.1.1, III.D.1.2, III.D.1.3).

The College has sufficient revenues to support educational improvement and innovation. The College's 2018-19 Fiscal Year budget ended with a cash balance of \$114,961,101 (combined all funds) and 18,618 in earned FTES (III.D.1.4). El Camino began the 2019-20 Fiscal Year with 18,577 FTES based upon a rolling three-year average, a state-funded cost-of-living-adjustment (COLA) of 3.26%, and additional unrestricted revenues over the prior fiscal year of \$3.2 M from federal, state, and local sources partially resulting from the application of the Student-Centered Funding Formula (SCFF).

El Camino College finances are managed with integrity in a manner that ensures financial stability and continues to maintain a healthy reserve balance. Over the last 3 years, it has averaged reserve amounts of approximately 20%, which includes mandatory minimum contingency reserves, STRS/PERS liabilities, and retiree benefits (OPEB). This condition places El Camino in a healthy cash position in comparison to many of its peer colleges but as with most districts, does not fully cover its contingent liabilities for STRS/PERS or OPEB. (III.D.1.5 Final Budget Summary All Funds 2017-18, III.D.1.6 Final Budget Summary All Funds 2018-19, III.D.1.7 Final Budget Summary All Funds 2019-20)

The College's resource allocation process provides a means for setting priorities for funding institutional improvements. For more than two years, El Camino College has been engaged in strengthening its planning processes and updating its Education, Technology, Facilities, and Staffing plans for long-range and strategic planning. Each plan was developed through a broadly inclusive and highly collaborative process, which included comprehensive cross-institutional consultation. The scope of the Comprehensive Master Plan is long-range, projecting to 2022 (III.D.1.8 Comprehensive Master Plan). It guides the College in identifying the educational, technological, facility, and staffing needs for the near- and long-term of the College. This Comprehensive Master Plan is a compilation of four distinct plans, producing one comprehensive document. The planning document is structured to show the continuity between each plan, with the Educational Plan as the foundation that informs the Technology, Facilities, and Staffing plans. The Planning Process provides an overview of the process for planning and decision-making at the College. The Planning Model provides a visual depiction of how the College's planning processes, both long-range and annual, integrate and support the mission (III.D.1.1, III.D.1.9).

El Camino College has presented a balanced budget annually and has maintained a reserve level at least equivalent to 20% of its ending balance for the last three years. These resources are sufficient to ensure the college's financial solvency. Its score on the Fiscal Health Risk Analysis self-survey administered by Fiscal Crisis and Management Assistance Team (FCMAT) puts the College at low risk for insolvency (III.D.1.10, III.D.1.10).

Analysis and Evaluation

El Camino College has sufficient financial resources to support the learning programs and services for our students, as evidenced by the cash reserves of the past three years. The resources are

managed in a way that supports financial integrity. The College maintains a healthy reserve balance of approximately 20% and has the minimum contingency reserves set aside for STRS/PERS liabilities, and retiree benefits. The Comprehensive Master Plan, which encompasses the Educational Master Plan, the Technology Plan, and the Staffing Plan, has prepared the College by identifying long term educational, technological, staffing, and facilities needs. The College's planning model has undergone extensive review and refinement that strengthens the linkage between planning and resource investments.

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.

Evidence of Meeting the Standard

The College has revised and re-vamped its planning and budgeting processes in numerous ways. This effort was designed to promote greater integration of planning, budgeting and resource allocation, and improve the transparency of deliberation and decision-making. The Strategic Planning Committee supported efforts to revise written criteria and rubrics for prioritizing resource requests, and procure a new and more robust online tool for developing and disseminating program plans. The College developed and presented in-service budget planning workshops for staff; re-formatted operating budget reports and now distributes them to the President and each Vice President with up-to-date revenue and expenditure data for all of their respective operating units. These improvements culminated in presentations to the campus and the Board of Trustees in a series of forums regarding prior goal attainment and future year program and budget planning. Of significance is the development of a co-chair model for the College's Planning and Budget Committee. As of October 17, 2019, the Committee is now co-chaired by the Director of Institutional Research and Planning and the Vice President of Administrative Service (III.D.2.1). (III.D.2.2, III.D.2.3, III.D.2.4, III.D.2.5 III.D.2.6, III.D.2.7).

The College reviews its mission and goals at the annual strategic planning summit held in the spring. (III.D.2.8). The district mission and strategic plan were contained in Board Policy 1200 District Mission, Vision, and Values. In 2018/19, the Strategic Planning Committee recommended that the Strategic Plan be removed from Board Policy 1200 and stand alone as a planning document. The Board of Trustees approved the revised Board Policy 1200 in June 2019. Following this change, the Strategic Planning Committee developed the 2020-23 Strategic Plan which was adopted by the Board of Trustees at its meeting on January 21, 2020 (III.D.2.9).

College planning starts with Program Review, a process where members of a discipline or department critically assess their program, identify necessary adjustments, and design a mechanism to institute and evaluate proposed changes. Reviews for programs within Academic Affairs, Administrative Services, and Student Services are conducted every four years. Common issues and ideas in program-level and unit reviews across the College emerge through division and Vice President Area planning to inform long-range master planning (III.D.2.10, III.D.2.11).

The institution identifies goals for achievement in any given budget cycle. The College evaluates

services, student learning, and student achievement through comprehensive and ongoing outcomes assessment. These outcomes include Service Area Outcomes (SAOs), Student Learning Outcomes (SLOs), Program Learning Outcomes (PLOs), and Institutional Learning Outcomes (ILOs). The College also measures student success, milestone achievement, and educational and career-goal completion as a standard part of institutional assessment through its Institutional Effectiveness Outcomes (III.D.2.12).

Annual plans establish goals and resource requests recommended for incorporation into the Annual College Plan. Each program, unit (or division), and Vice President Area creates an annual plan. Recommendations in all plans are linked to strategic initiatives to ensure that our planning is focused on the College mission. In addition, recommendations are linked to program review or outcomes assessments, where applicable. Resources are allocated through the mechanism of the annual plan (III.D.1.1).

The President, along with each Vice President creates an annual plan containing priorities used to predict future funding. The plan is informed and driven by the goals set as the College Mission, Vision and Values, Education Master Plan, strategic initiatives set out by the *Vision for Success*, and specific Board Goals and directives. Area goals, performance outcomes, assessments, metrics and resource needs are documented in their respective annual Program Plans and used to develop the financial plans. Those plans are reviewed at the area-level by the Vice President and resource requests prioritized. Those requests are then forwarded to various collegial consultation committees for review and further prioritization according to an agreed upon rubric (III.D.2.13). Recommendations from the various collegial consultation committees are forwarded to Cabinet for final review where they are subjected to additional prioritization of available resources based upon recommendations from the Vice President, Administrative Services. The highest ranked program and strategic priorities are matched against available budget resources in the areas of: Technology, Instructional Equipment and materials, Facilities, and Staffing. Additionally, all sources of funding (restricted and unrestricted) are considered for meeting the goals of all programs, including Student Equity & Achievement, Strong Workforce, EOP&S, Outreach, AB19, Dual Enrollment, etc. (III.D.2.14).

The financial planning process at El Camino relies primarily on two sources: the College Educational Master Plan and the Governor's Budget. Annually, in January, the Governor presents the State Budget for the upcoming fiscal year (July 1). College management has begun its program plan and review process in prior spring and fall whereby goals, objectives, outcomes, etc. are assessed, updated, documented, and then monetized to determine resource needs. A tentative budget plan is developed based on those needs and matched against what is known about the State's funding plans. Throughout the spring, budget plans are refined based upon new estimates of revenues and costs, while at the same time, operating results from the current year are monitored and factored into future available resources. In late summer, after the State Legislature has passed the Budget and final allocations are known, decisions on augmentation resource requests in Program Reviews are then disseminated to Areas through the Vice Presidents. It is both an iterative and overlapping process, such that the timelines for both the current and future budget are often intertwined with different decision points culminating at the same time for different processes. (III.D.2.16, III.D.2., III.D.2.5).

The fiscal expenditures approved in the above process supports the achievement of plans approved in the annual process. As required, programs that must submit reports to the States Chancellor's

Office do so in a timely basis. A comparison of SCFF Supplemental and Success allocation metrics against the prior year's metrics demonstrates that the College has maintained performance and achieved its institutional plans as defined by the Student-Centered Funding Formula. (III.D.2.18). Also we should have a spreadsheet from the CCCCCO that has all districts, and their funding. Will keep looking!

The Board of Trustees is informed annually regarding fiscal planning and the links to institutional planning. A comprehensive view of both institutional and budget planning assumptions are presented at its annual Board Planning Retreat every July (III.D.2.19). The Board of Trustees receive presentations on the budget and fiscal planning at the June meeting (Tentative Budget), August (Board Budget Workshop) and September meetings (Adoption of the Final Budget) (III.D.2.20). Monthly updates of expenditures for all funds is provided to the Board, along with the Quarterly Reports provided to the Chancellor's Office (III.D.2.21; III.D.2.22; III.D.2.23; III.D.2.24; III.D.2.25; III.D.2.26; III.D.2.27).

The annual budget process integrates resource allocation decisions to Program Review. The annual College plans include requests for instructional equipment, staffing, facilities, furniture, technology and non-instructional equipment. Each request is identified as originating in Program Review (III.D.2.28). The requests from department program reviews are submitted then to the division deans for prioritization, then to areas vice presidents for prioritization, then to the Executive Cabinet for further prioritization. The Planning and Budget committee annual calendar sets the timeline for this process. (III.D.2.24).

This process is reflected in Administrative Procedure 6200 Budget Preparation (III.D.2.29). It is the responsibility of the Planning and Budget Committee to "review and discuss annual preliminary, tentative and final District budget proposals and assumptions, ensuring they support the college's mission and strategic initiatives" (III.D.2.30). The Planning and Budget Committee is co-chaired by the Director of Institutional Research and Planning, and the Vice President of Administrative Services. This further demonstrates the integration of planning and resource decision making.

Analysis and Evaluation

El Camino College mission and goals are the foundation for the district's financial planning. The College reviews the mission and goals as part of the annual planning process. The mission and goals are reviewed at the annual strategic planning summit. The basis for financial planning starts with program review. The program review requests and recommendations originate in departments, through divisions, vice president areas and are finally presented as a college plan. The requests are prioritized at each step and include funding requests when needed. The timeline for this process is determined by the Planning and Budget committee, who recommends the budget to the President for approval by the Board or Trustees.

The Board of Trustees is kept informed of the District's financial planning through presentations at Board meetings and the annual Budget Workshop held in August. The budget assumptions and budget development are tied to the District mission and originate in program review. Board Policy 6200, Budget Preparation, ensures this is foundational in the process.

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.

Evidence of Meeting the Standard

El Camino College has a prescribed budget development and fiscal management process, detailed in three board policies: Board Policy 6200 Budget Preparation (III.D.3.1); Administrative Procedure 6200 Budget Preparation (III.D.3.2), Board Policy 6250 Budget Management (III.D.3.3); and Board Policy 6300 Fiscal Management (III.D.3.4). As noted in AP 6200, El Camino College's budget is developed based on a process of consultation. This involves a collaborative process in which members of campus constituencies play an appropriate part by making recommendations to the Superintendent/President in accordance with Education Code, Assembly Bill 1725, Title 5, and policies adopted by the El Camino Community College District Board of Trustees. Administrative Procedure 6200 details the annual budget development timeline and notes the role of the Planning and Budget Committee in the development of the annual budget.

The Planning and Budget Committee (PBC) is a collegial consultation committee made up of stakeholder representatives from all employee groups, as well as students. It is chaired by the Vice President of Administrative Services and the Director of Institutional Research and Planning (III.D.3.5). The purpose of the committee is to serve as the consultation committee for campus-wide planning and budgeting. The PBC assures that planning and budgeting are integrated and evaluated while driven by the mission and strategic initiatives set forth in the Strategic Plan. The PBC makes recommendations to the President on all planning and budgeting issues and reports committee activities to campus constituencies.

In addition to the PBC, budget development includes presentations to other collegial consultation committees including the College Council (III.D.3.6). There are multiple opportunities to participate in the development of the budget. This process culminates with a recommendation on the budget by the PBC to the Superintendent President (III.D.3.7).

A tentative budget is annually presented to the Board of Trustees in an open meeting of the Board in June. Public Comment is another opportunity for constituencies to participate in comments to the Board prior to acting on the proposed budget. In August, the Board of Trustees holds a Budget Workshop which is open to the public (III.D.3.8). In 2019, the Board requested that there be at least one week between the Budget Workshop and the September Board meeting so that board members had time to consider the budget and prepare any questions. The adopted budget is presented to the Board in early September (III.D.3.9).

Analysis and Evaluation

The planning and budget development process at El Camino College is clearly outlined in Board Policy and implemented in accordance with that policy. Through the Planning and Budget Committee, the College Council, and other collegial consultation bodies, the budget development process provides opportunities for all constituents to participate in the budget development process. The campus community likewise has the opportunity to provide input through this committee, which holds open meetings, college council and public forums.

Fiscal Responsibility and Stability

D.4. Institutional planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.

Evidence of Meeting the Standard

Institutional planning at El Camino College is guided in part by Board Policy 6300 Fiscal Management which states that the Superintendent/President shall establish procedures to assure that the District's fiscal management is in accordance with the principles contained in Title 5, section 58311, including:

- Adequate internal controls exist.
- Fiscal objectives, procedures, and constraints are communicated to the Board and employees.
- Adjustments to the budget are made in a timely manner, when necessary.
- The management information system provides timely, accurate, and reliable fiscal information.
- Responsibility and accountability for fiscal management are clearly delineated.

The College establishes a realistic assessment of financial resource availability both on an annual basis, as well as with five-year projections (III.D.4.1). Annually, the College uses information received from the state chancellor's office provided at its Annual Budget Workshop that inform the College on apportionment, growth, COLA and categorical allocations. The annual budget is also based on assumptions regarding anticipated cost increases, long term debt obligations, staffing needs, and other factors that will shape the fiscal resources in the coming year (III.D.4.2). The College provides a quarterly report to the Board of Trustees on its "FTES Goals to Actual" which also helps inform the Board and constituents of the realistic assessment of financial resources available to the District (III.D.4.3).

With the implementation of the Student-Centered Funding Formula, financial planning has become more complex and therefore, it is more challenging to realistically assess financial resource availability. The SCFF has not yet stabilized to accurately predict its impact on District funding. The College has adopted a conservative approach in budgeting by assuming that the District will receive prior year base plus COLA for the foreseeable future. Alternative scenarios based on growth in SCFF performance metrics are also developed so that the District can adjust if needed.

The District augments its state revenue through other means including grants, business partnerships, Foundation support, and contract education. The Office of Grants Development and Management reports its activities to the Board of Trustees on a quarterly basis (III.D.4.4). The Grants Office assists faculty and staff in the pursuit of external funding to support Strategic Initiatives at the College.

El Camino College's Community Advancement Division works closely with employer partners to create opportunities for students to move into employment or apprenticeships. As a recipient of a \$500,000 California Apprenticeship Initiative grant in July 2018, the College is now working with aerospace companies to develop pathways into apprenticeships. (III.D.4.5). In addition, the Business Training Center, which is College's contract education division, receives funds through the State of California Employment Training Panel and the California Manufacturing Technology

to provide training to local businesses. (III.D.4.6).

The El Camino College Foundation is a 501(c)(3) auxiliary organization dedicated to supporting El Camino College and its students. The mission of the Foundation is to develop community relationships and raise funds to support students' success in education and life. In 2018-19, the Foundation processed over \$2.5 million in donations and distributed over \$1.1 million to campus programs. In addition to raising funds for scholarships, the Foundation is taking a lead role in fundraising for the South Bay Promise, a student success program designed for first-time, full time students who enter El Camino College directly after completing high school (III.D.4.7).

To further the development of resources beyond the funds provided by the state of California, the College created the position of Director of Event Operations which was approved by the Board of Trustees August 2018 (III.D.4.8 BOT Approval Event Director Aug 2018). This position is designed to expand the College's presence in the community, business outreach, and revenue-generating sources through highly-coordinated onsite events (i.e., film shoots, regional athletic events, conferences, commencement ceremonies etc.). This activity is allowable under the Civic Center Act, but requires oversight and direction in order to provide high quality event management services to our community. Since its creation, events on campus have generated (insert amount) in external funding to support campus operations (III.D.4.9).

These partnerships and resource development activities are reflected in the budget information readily available to the campus and the public. The annual budget is available on the college web page (III.D.2.30) and is distributed to the campus with the College Council agenda (III.D.4.10).

Departments are kept apprised of fiscal resources through distribution of regular budget updates. The Business Office sends budget-to-actual reports to program managers to assist with budget accountability (III.D.4.11 Jan 2020 district wide budget). More detailed departmental budget reports are available upon request to the assigned fiscal services budget partner (III.D.4.12). Managers of categorical funds are informed of these budgets individually.

The College's Program Plan and Review include assessments of prior year results and outcomes as part of the evaluative process of the current year, and serves to inform goals and initiatives for future years. The tentative and final budgets include a comparison of prior year budget and expenditures (III.D.4.13). The development of new budgets includes a regular review of past expenditures. Division budget managers are given the opportunity to indicate areas of need and reallocate funds within their department as the budget is developed. (III.D.4.14). Fund accounts that are underspent are reallocated in the following fiscal year to allow for future needs.

Analysis and Evaluation

The District's planning reflects a realistic assessment of financial resource availability. Additional resources are generated through grant awards, business partnerships, the efforts of the El Camino College Foundation, and the Office of Events Management. Employees are informed of budget allocation and regularly updated regarding available resources. Past budgets and financial results are part of the budget development process and are used to plan for the future. Accurate information is distributed to division managers to during budget development to ensure an accurate budget. Accurate expenditure information is shared on a regular basis during the fiscal year to ensure fiscal responsibility.

- 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.

Evidence of Meeting the Standard

To assure the financial integrity of the institution and responsible use of resources, the College has internal control mechanisms to govern the preparation of financial documents and ensure information is made available for sound financial decision-making. The College develops the budget and all subsequent budget reporting using Ellucian Colleague software. The budget uses an account code structure which allows the accounting department to direct resources to the appropriate account managers and to tie the expenditures to specific transactions. College expenditures are also prepared using a requisition process in Colleague to initiate a requisition and ultimately a purchase order. Purchase requests with insufficient funding in the indicated account will not be approved. Categorical funding is identified using a separate account string, but are subject to the same control mechanisms. Purchase requests and/or contracts in excess of \$50,000 must be approved by the Board of Trustees prior to purchase.

Information is made available to individuals, departments, and the Board of Trustees on a regular basis. Quarterly fiscal status reports are presented to the Board, with comparison information on current year and prior year budget and year to date actuals (III.D.5.1). During the planning process, members of the Planning and Budget Committee, the entity responsible for budget development, are provided information about the budget, fiscal conditions, and available funds during discussions and in budget presentations (III.D.5.2, III.D.5.3).

The institution prepares accurate financial documents that are sufficient in content and support sound financial management. Annual audits demonstrate the integrity of financial management practices. The 2019 annual audit provided an unmodified opinion (III.D.5.4)

Analysis and Evaluation

The District assure the financial integrity of the institution and responsible use of resources. The College has internal control mechanisms to govern the preparation of financial documents and ensure information is made available for sound financial decision-making. There are sufficient internal controls and qualified responsible persons to prepare accurate and timely information. Information is provided to develop responsible budgets. Control mechanisms are in place to ensure prudent financial management and annual audits are completed to demonstrate financial integrity.

- 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.

Evidence of Meeting the Standard

Each year the Superintendent/President presents to the Board a budget prepared in accordance with Title 5, the California Community Colleges (CCC) Budget and Accounting Manual (BAM) and Board Policy 6200. The schedule for presentation and review of budget proposals complies with state law and regulations, and provides adequate time for Board study. (III.D.6.1). In 2018, the Board requested that the Budget Study Session be held one week prior to the September Board meeting, to allow more time for review. In response, the 2019-20 Budget Study Session was held on August 26, 2019 with the final budget presented for adoption at the meeting held on September 3, 2019 (III.D.6.2).

The budget is based on institutional planning in support of student learning. The planning process informs the budget development process. Planning is based on the college's mission reflected in the Comprehensive Master Plan, and strategic initiatives. (III.D.6.3).

Each year the College produces two public documents relating to budget: The Tentative Budget and the Final Budget. These budget books present a plan of financial operations of various funds for a given fiscal year. They consist of estimated revenues and expenditures within each educational category and are based upon budget assumptions that consider district needs and goals (III.D.6.4). The tentative budget is reviewed by the PBC, recommended to the Superintendent/President, then presented to the Board of Trustees in June. (III.D.6.5, III.D.6.6). In August, the Final Budget is reviewed and discussed by the PBC (III.D.6.7), resulting in a recommendation to the Superintendent/President for public access and discussion at the Board of Trustees at the Budget Workshop (III.D.6.8). The budget is presented to the Board with a recommendation for adoption at its meeting in September (III.D.6.9).

Additionally, the District publishes and submits to the State Chancellor its CCFS 320 (III.D.6.10), with quarterly CCFS311 updates (III.D.5.1). Detailed revenue and expenditure reports are produced and distributed to each area vice president and the president via the District's electronic budget reporting system (III.D.6.11). Those figures are reconciled and reported by vice president areas. Presentation and in-service workshops are offered to Dean, Directors, and others on how to read, understand, and analyze budget variances, reformat data to suit individual needs, and reconcile deficits (III.D.6.7). The thoroughness of the budgeting process provides an accurate reflection of the budget needed to achieved the district goals for student achievement. Annual audits demonstrate appropriate allocation and use of financial resources and the integrity of the financial management process. The 2019 annual audit provided an unmodified opinion (III.D.5.5).

Analysis and Evaluation

The College's financial documents are thoroughly reviewed and discussed through a variety of committees and processes in accordance with BP 6200. The Board of Trustees reviews and discusses the District budget prior to its adoption on an annual basis. Throughout the year there are numerous financial reports which are presented in open meetings of the Board of Trustees. The Superintendent/President also provides an annual update at the Fall Professional Development Day, and at regular Town Hall meetings. (III.D.6.12; III.D.6.13). These updates include information regarding the College's budget and financial condition. In 2018, the District created an annual Report to the Community that is distributed both on and off campus. The report provides an update on College developments and includes information about the College's revenues, expenditures, and other financial information (III.D.6.14).

This process results in credible and accurate information to the campus and the community. The

process ensures the district budget meets the needs of the College to serve and provide resources to support student learning programs and services.

D.7. Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.

Evidence of Meeting the Standard

Annual external audit of all funds, books and accounts are required by California Education Code 84049(b) and Board Policy 6400 Audits (III.D.7.1). Information from the annual audit reports are disseminated throughout the college (III.D.7.2) as well as readily available to the public on the Board of Trustees web page (III.D.7.3). An annual audit report is presented to the Board of Trustees (III.D.7.4).

The district works closely with the external audit team to gather requested documents during the annual audit. The auditors discuss any audit findings prior to the issuance of the financial statements and the independent auditor's report each fiscal year. This allows the district to respond and develop a corrective action plan prior to the completion of the auditor's field work. The district's corrective plan of action, that includes a timeline of implementation, is included in the auditor's report. The independent auditor reviews and assesses the prior year's audit findings for confirmation of implementation of the corrective action plan(s) by the College.

The district provides information about budget, fiscal conditions, financial planning, and audit results to the college community and the public. The Tentative and Final Budgets, CCFS 320, CCFS311, budget assumptions and plans are all public documents that are reviewed and vetted by various collegial consultation committees, College Council, and the College community at-large. At those times and others, there is opportunity for questions, discussions and feedback regarding process, outcomes, and the sufficiency of resources.

El Camino College has consistently recognized the significance of addressing audit findings. Timely corrections to audit exceptions and management advice are important in order to improve and maintain an institution's financial integrity. The fiscal year 2015-16, 2016-17, and 2018-19, audits did not contain any exceptions. Fiscal year 2017-18 contained one audit finding. The finding concerned financial aid and was addressed and corrected within one year, as noted in the 2019 annual audit (III.D.7.5).

A financial and performance external audit is also conducted for the Proposition 39 El Camino Community College District Revenue Bond Construction Fund. Bond. The audit report is reviewed by the Citizen's Bond Oversight Committee. The audit report is also presented to the Board of Trustees in a public meeting of the board (III.D.7.6; III.D.7.7).

Analysis and Evaluation

Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately. The District's financial audits are discussed in the Planning and Budget Committee, and are presented for discussion and acceptance at a public meeting of the Board of Trustees. The audit report is posted on the College website and is easily accessible. Similarly, the annual financial and program audit for the District's Measure E bonds is presented to the Measure E Bond Oversight Committee prior to presentation to the Board of Trustees in public meeting of the Board.

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.

Evidence of Meeting the Standard

The District has established procedures to assure that financial management is in accordance with adequate internal controls, budget management, proper financial reporting and pursuant to the California Community College Budget and Accounting Manual. Board Policy 6300 Fiscal Management (III.D.8.1) and Administrative Procedure 6300 (III.D.8.2) establishes the policy and procedures for proper fiscal management.

The program review schedule for the Administrative Services area shows the cycle of evaluation for the Fiscal Services department (III.D.8.3). As an example, the program review for the Contracts/ Risk Management department was conducted in 2018 and recommended improvement through the updating of procedures and more training for the staff (III.D.8.4). Since the writing of this program review, nine board policies and administrative procedures have been written and/or updated to improve the operation of this department (III.D.8.5).

The College is currently evaluating the schedule and format for all administrative and non-instructional program reviews, including Fiscal Services, to more closely align with the annual budget cycle and to incorporate the Chancellor's Office Vision for Success. The updated evaluation schedule and evaluation template will be implemented in the Spring 2020 semester (III.D.8.6).

The College has strengthened its internal control systems through an annual audit of positions, funding status, and source of funding. Prior to developing the annual budget, the Fiscal Services office uses a structured process to reconcile positions under each Vice President, Dean, and Director. This process helps ensure that all funded positions, either filled or vacant, are accounted for and included in the budget. (III.D.8.7)

Analysis and Evaluation

The College has developed policies and procedures for effective and valid internal control systems for fiscal management. The systems have been evaluated, and a new schedule and template has been developed for the annual Program Review for Administrative Services. The Institutional Research and Planning Department has prepared the schedule and conducted training with program leaders from the Administrative Services area, Human Resources area, and the Office of the President.

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.

Evidence of Meeting the Standard

The College's level of unrestricted fiscal reserves is adequate to meet financial emergencies and unforeseen occurrences. Board Policy 6200 (III.D.9.1) requires the district to maintain general fund appropriation for contingencies be maintained at a prudent level, generally not less than 6%. El Camino College has maintained a reserve level at least equivalent to 20% of its ending balance for the last three years. The projected 2018-19 ending balance of \$ 23,007,096 represented XX% of the

ending balance (III.D.9.2), projected 2019-20 ending fund balance of \$ 29,690,527 (III.D.9.3), and projected 2017-18 ending fund balance of \$18,297, 283 (III.D.9.4). The annual CCSF 311 report shows an unrestricted balance exceeding the required 5% reserve amount recommended by the Chancellor's Office (III.D.9.5). In addition, Board Policy 6250 provides a mechanism for the Board of Trustees to address financial emergencies and unforeseen circumstances (III.D.9.6).

The district's score on the Fiscal Health Risk Analysis self-survey administered by Fiscal Crisis and Management Assistance Team (FCMAT) puts the College at low risk for insolvency. (III.D.9.7 FCMAT report pg 6)

El Camino College has sufficient insurance to cover its needs. The District participates in self-insurance programs in order to keep costs of insurance as low as possible. The district's property, liability, and worker's compensation are covered under the Statewide Association of Community College (SWACC) Joint Powers Authority (JPA). The schedule of insurance lists policy limits, deductibles, and annual contributions. (III.D.9.8; III.D.9.9).

Administrative Procedure 6300 outlines the responsibilities of the Fiscal Services Division for following the principles referenced in Title 5 for sound fiscal management. Sufficient resources to meet cash flow requirements as well as other responsibilities for excellent stewardship in managing the districts resources are detailed in the Administrative Procedure (III.D.8.2).

Analysis and Evaluation

The College has adequate reserves, a plan to ensure supplemental cash flow when needed, and insurance policies. A conservative fiscal policy approach of maintaining an adequate General Operating Fund Reserve has afforded the college financial stability and the ability to have in place contingencies for emergencies.

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.

Evidence of Meeting the Standard

El Camino College practices effective oversight of the college finances including financial aid, grants, externally funded programs, investments, and the Foundation. The Financial Aid department is led by a full-time director and an assistant director. The department reports to the Dean of Enrollment Services. The Colleague Financial Aid module is used to administer and reconcile financial aid provided to students each year. Once reviewed by the Student Financial Aid Office, the Fiscal Services Office draws funds down from the U.S. Department of Education. The funds are then deposited into the Federal Student Financial Aid bank account. Fiscal Services staff then disburses these funds to students based on the advice from the Student Financial Aid Office. This process ensures separation of duties necessary to provide for effective internal controls. Annual audits ensure that the processes are effective (III.D.10.1; III.D.10.2).

The College is subject to several program reviews regarding financial aid: Pell, California Student Aid Commission, and the Federal Single Audit conducted by the Chancellor's Office. The last federal review was in 2008. The California Student Aid Commission is scheduled to visit in early spring 2020. There have been no material findings assessed by these agencies with respect to the

College's administration of Title IV or federal financial aid. The financial aid program is audited annually with the annual audit report. This report is submitted annually to the Department of Education. (III.D.10.3).

The annual audit report for the year ending June 30, 2018 had a finding relating to financial aid. The Federal share of awards made for Federal Supplemental Educational Opportunity Grants (FSEOG) and Federal Work-Study (FWS) may not exceed 75 percent, unless the District is granted matching requirement waiver from the Department of Education. The District did not meet the 25 percent matching requirements for the FSEOG and FWS programs for the 2017-2018 year. The District has historically received a matching requirement waiver from ED because the District also received a Hispanic-Serving Institutions and Articulation Program grant. However, the grant award period ended in the 2016-2017 year, which made the District ineligible for the matching requirement waiver in the 2017-2018 year. The District promptly addressed this finding and the 2018-19 audit indicated that there was no repeat finding on this matter (III.D.10.4).

The District also offers contract education, community education, and business consulting services through the Community Advancement Division. All contracts are approved by the Board of Trustees (III.D.10.5). Revenues and expenditures from the Community Advancement Division follow District procedures for processing revenue and expenditure and included in the annual audit.

El Camino College Foundation is a 501(c)(3) auxiliary organization of the District. Board Policy 3600 governs the operation of the Foundation. The Foundation has a Board of Directors who participate in fund raising efforts (III.D.10.6, III.D.10.7). Each year, the Executive Director of the Foundation Board provides a presentation to the Board of Trustees regarding the accomplishments of the Foundation (III.D.10.8).

The El Camino College Foundation has established an investment policy with oversight provided by the ECCF Finance Committee, comprised of Foundation Board of Directors members who work closely with Payden & Rygel investment advisors. The Committee reviews the performance of Foundation investments and reports progress to the Foundation Board on a bi-monthly basis. An annual overview is presented by Payden & Rygel advisors to the Foundation Board where fund strategies and recommendations are discussed (III.D.10.9).

With the passing of the Measure E bond, a Citizen's Oversight Committee was established in accordance with applicable laws and regulations. In accordance with Board Policy and Administrative Procedure 6740, committee members are appointed by the El Camino College District Board of Trustees (III.D.10.10, III.D.10.11).

As terms expire, new members of the Oversight Committee are appointed (III.D.10.12). The member of the independent oversight committee serves as an independent oversight committee to inform and advise the public regarding the expenditure of bond revenues. The committee meets on a quarterly basis. As required by law, an annual financial and performance audit is conducted. The results of the audit and the Oversight Committee annual report is presented to the BOT. (III.D.10.13).

Analysis and Evaluation

The College regularly assesses its use of financial resources through regularly scheduled reviews of various funds and programs by Fiscal Services. Revenues, expenditures, and variances are noted and shared with operating units on a monthly basis (III.D.3.5). Campus-wide trends and issues are brought forward as needed at Executive Cabinet, Planning & Budget Committee, and College Council.

Additionally, the Board of Trustees is updated quarterly on all campus financial resources through the published CCFS 311 (III.D.9.5), and monthly Measure E Bond expenditure reports (III.D.10.1), reports of all contracts and purchase orders above a designated threshold, and all contracts above a designated threshold (III.D.10.2). The Measure E Citizens Bond Oversight Committee reviews all financial transactions of the various bond construction projects quarterly, and plans for new issuances and potential bond refunds to remain in compliance with the spirit and language of the bond measure (III.D.10.3).

These activities all provide the opportunity for the college to evaluate and improve the management of financial aid, grants, externally funded programs, auxiliary organizations or foundations, and institutional investments and assets. General Obligation Bonds, the ECC Foundation assets, financial aid, and the general restricted and unrestricted funds all undergo effective institutional oversight.

Liabilities

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.

Evidence of Meeting the Standard

The District provides a level of financial resources to meet short and long-term solvency and has a process to conduct planning and develop priorities in alignment with the District's mission and strategic initiatives.

As part of the annual planning and budgeting process, the Fiscal Services unit produces proforma revenue projections on a five-year basis based on a series of published assumptions and the current understanding of the Student-Centered Funding Formula (III.D.11.1). Those assumptions are tested with external data that has been gathered through our planning processes and information gained from the Governor's Department of Finance, the Chancellor's Office and macro-economic trends. Five-year expense projections include estimates: step and column increases, health insurance rates, STRS/PERS contribution rates, Other Post Employment Benefit (OPEB) contributions, and cost increases for operating expenses such as construction, utilities, liability insurance, equipment, software, etc., and future obligations. Scenarios are developed and presented at Executive Cabinet, Planning & Budget Committee (III.D.11.2), College Council, and Board of Trustees. Priorities are arrived at through consultation with these groups along the Academic Senate, Strategic Planning Committee, Facilities Steering, and Technology Committees.

The District plans for payments of long-term liabilities and obligations, including debt, health benefits, insurance costs, and building maintenance costs. The College has created and continually funds specially created sinking funds for future liabilities: Fund 16 for STRS/PERS Future

Liabilities, Fund 69 for Other Post-Employment Benefits (OPEB) Irrevocable Trust Fund (III.D.11.3). Transfers to these funds are budgeted annually, and are reflected in the College's annual budget.

Analysis and Evaluation

The College prepares for both long-term and short-term solvency. The development of a five-year plan allows the College to prepare fiscal plans for the future. The funding of special funds for future liabilities demonstrates the College identifies and prepares for the payment of current and future obligations.

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.

Evidence of Meeting the Standard

The College plans for the payment of liabilities and future obligations. GASB 75 requires that the College demonstrate its ability to fund future post-employment benefit obligations such as health care costs for vested retirees. In response, El Camino created an irrevocable trust in July 2013 (III.D.12.1). Every two years, with the most current being 2019, the College has commissioned an actuarial study to document, support and/or inform the level of contribution that the College should make to the trust (III.D.12.2). The annual contribution is evaluated and adjusted based upon the results of the study and existing fiscal conditions. The College has in fact, funded 80% of the expected contribution (III.D.12.3). The College has additionally made annual contributions to fund future STRS/PERS liabilities (III.D.12.4).

Analysis and Evaluation

The College completes the biannual actuarial studies in a timely manner. The study along with the fund balance for OPEB Irrevocable Trust and future STRS/PERS liabilities demonstrate the College meets the standard.

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.

Evidence of Meeting the Standard

Board Policy 6307 guides the College in its management of debt. The College determines the level of locally incurred debt and makes appropriate plans to address the debt and ensures the debt repayment schedule does not adversely impact current fiscal obligations. The College has no locally incurred debt other than the Measure E General Obligation Bonds for which repayment is guaranteed out of local property tax revenues.

In August 2018, S&P Global Ratings raised its long-term rating to 'AA+' from 'AA' on El Camino Community College District's outstanding general obligation (GO) bonds. (III.D.13.1). At the same time, S&P Global Ratings assigned its 'AA+' long-term rating to the district's series 2018B GO bonds (election of 2012). The outlook is stable. The raised rating reflects the market's view of the district's continued economic growth and improved property wealth over the last several years. The rating action also reflects the district's recent audited surpluses and maintenance of strong

reserves, and management's prudent budget practices regarding certain long-term liabilities. The 2019 Annual Audit recognizes the long-term debt obligations and notes the District received a bond rating of "AA+/Stable" from Standard and Poor's and a rating of "Aa1" from Moody's (III.D.13.2).

Analysis and Evaluation

The College is guided in the matter of debt repayment by board policy. The College plans for the repayment of locally incurred debt and ensures the repayment does not have an adverse effect on other fiscal obligations. The only locally incurred debt is the Measure E General Obligation Bonds, which are repaid by local property taxes. The District has a positive global rating and is stable. The College meets the Standard.

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.

Evidence of Meeting the Standard

The College uses the Los Angeles County Office of Education (LACOE) for most banking activities. Account exemptions are the ECC Foundation and Revolving, Clearing, Student Registration, Student Financial Aid, Scholarship Trust Fund Associated Student Organization and the Auxiliary Funds. All auxiliaries follow the same budget and financial reporting requirements as campus entities (III.D.14.1). In October 2019, the Board of Trustees adopted resolutions to establish three funds at LACOE for the following district banking needs: Fund 71 for the Associated Student Organization account, Fund 75 for the Trust and Scholarship account, and Fund 79 for the Auxiliary Fund. This action by the board solidified LACOE for all banking activities. (III.D.14.2).

The only exception is the El Camino College Foundation which is a separate 501(c)(3) public benefit corporation with its own Board, and financial oversight. However, the President of the College sits on the Board, as does one member of the Board of Trustees (III.D.10.9). The Foundation undergoes an annual audit by an independent auditing firm. The resulting audit report is reviewed and accepted by the Foundation Board of Directors and is publicly posted on the Foundation website (III.D.14.3).

Analysis and Evaluation

The College ensures all debt instruments, auxiliary activities, fund-raising efforts and grants are used with integrity and consistent with intended uses. The Board of Trustees oversees and approves all banking operations. Regular external audits are conducted to ensure funds are expended appropriately. The College meets the Standard.

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.

Evidence of Meeting the Standard

The institution's three-year default rate is within federal guidelines. El Camino's federal loan

default rate has declined with the termination of the Compton College Partnership, and remains below the federal guideline (III.D.15.1).

Student loan default rates, revenues, and related matters are monitored and assessed to ensure compliance with Federal Regulation. The College is subject to several annual audits regarding financial aid: Pell, California Student Aid Commission, and the Federal Single Audit conducted by the Chancellor's Office. There have been no material findings assessed by these agencies with respect to the College's administration of Title IV or federal financial aid (III.D.10.3).

Analysis and Evaluation

The College monitors and manages all student loan default rates, revenues streams and assets to ensure compliance with federal requirements. Appropriate audits are conducted to ensure compliance. The College meets the Standard.

Contractual Agreements 1

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.

Evidence of Meeting the Standard

Board Policy 6340 delegates to the Superintendent/President the authority to enter into contracts on behalf of the District and to establish administrative procedures for contract awards and management, subject to a number of stipulations.

El Camino College contractual agreements with external entities are vetted at the executive management level after review by Risk Management and Fiscal Services. Reviews are conducted to ensure that the contracts meet local requirements and in compliance with Board Policies and Administrative Procedures (III.D.16.1, III.D.16.2, III.D.16.3). Contracts above a certain threshold are put on the agenda for Board review and approval.

At its April 15, 2019 Board meeting, the Board of Trustees adopted the California Uniform Public Construction Cost Accounting Act (CUPCCA), which authorizes the District to procure public works contracts by the alternative bidding procedures permitted under the Act. Specifically, CUPCCA provides the delegation of authority to award contracts \$60,000 or less, delegates emergency procurement authority to the Superintendent/President and enacts the informal bidding procedure under CUPCCA (III.D.16.4). AP 6345 was developed to implement CUPCCA and was presented to the Board of Trustees as an information item at its January 21, 2020 board meeting (III.D.16.5).

Analysis and Evaluation

All contractual agreements with external entities are consistent with the mission and goals of the College. The College has appropriate policies and procedures in place to maintain the integrity of the institution and quality of programs. The Board of Trustees approves all contracts after review and approval of the Risk Management department. The College meets the standard.

Conclusion

El Camino College has a history of sound financial management and oversight. The budget and resource allocation process indicate the College is managed in a fiscally conservative manner to match the mission and ensure the needs of student programs are met. Fiscal management and appropriate accounting processes are followed using generally accepted accounting standards. Audits by external auditing firms are the formal means of evaluation and confirm the district fiscal soundness. The financial management procedures are governed by appropriate board policies and procedures which are reviewed and revised to meet the district needs. The procedures supply a system of checks and balances to ensure proper accounting practices. The College has sufficient funds to support programs and services and to improve institutional effectiveness. The consultation process provides for active participation and feedback into the budget development and financial planning. Information regarding financial decisions is disseminated to the institution in a timely manner.

The College plans for and meets past financial obligations and plans for future obligations. The district maintains an adequate reserve that annually exceeds the level required by board policy. The district has set aside fund to meet future obligations for OPEB liability and future STRS/PERS obligations. The college plans for the financial future using a five-year projection model to anticipate long-term commitments. Contractual obligations are managed by board approved policies and procedures and reviewed and monitored by the Board of Trustees.

The college monitors and manages student loan default rates. Audits demonstrate the college complies with federal guidelines, including Title IV.

Evidence List

Standard III.D – Fiscal Resources

Standard III.D.1

- III.D.1.1 Board presentation ECC Planning Process Re-Envisioned Nov 2019
- III.D.1.2 College Council meeting presentation from Dec 2 2019,
- III.D.1.3 College Council Minutes 12 02 2019
- III.D.1.4 Final Budget September 2019 pgs 4-5
- III.D.1.5 Final Budget Summary All Funds 2017-18
- III.D.1.6 Final Budget Summary All Funds 2018-19
- III.D.1.7 Final Budget Summary All Funds 2019-20
- III.D.1.8 Comprehensive Master Plan Executive Summary
- III.D.1.9 President’s Meeting to managers 9 18 2019 2019
- III.D.1.10 FCMAT Fiscal Health Risk Analysis Worksheet, November 2017

Standard III.D.2

- III.D.2.1 PBC minutes Oct 17 2019
- III.D.2.2 Board Policy 1200 District Mission and Strategic Plan 2015-2020
- III.D.2.3 minutes Planning & Budget Committee November, 2019
- III.D.2.4 Planning Presentation College Council November 2019
- III.D.2.5 Extended Cabinet September 2019
- III.D.2.6 President’s Management Meeting Fall 2019

III.D.2.7 Board of Trustees minutes November 2019
III.D.2.8 Planning Summit 2018
III.D.2.9 2020-23 Strategic Plan adoption BOT minutes Jan 21 2020
III.D.2.10 Academic Affairs Program Review Report BOT Agenda Nov 18, 2019
III.D.2.11 Presentation at the Strategic Planning Meeting Oct 31 2019
III.D.2.12 Institutional Effectiveness Outcomes Infographic 2016-2017
III.D.2.13 PBC minutes Nov 21 2019
III.D.2.14 Recommended Resource Requests 2017-18
III.D.2.15 Recommended Resource Requests 2018-19
III.D.2.16 Planning Presentation PBC Nov 21 2019
III.D.2.17 Academic Senate agenda Sept 3 2019
III.D.2.18 BOT Budget Workshop Presentation Aug 26 2019 pages 14-20
III.D.2.19 BOT Planning Workshop Minutes July 2019
III.D.2.20 BOT Budget agenda items 2019
III.D.2.21 BOT Agenda and CCSF311 report May 2019
III.D.2.22 CCSF 320
III.D.2.23 Annual 2019 Financial Audits January 2020 BOT agenda
III.D.2.24 PBC Annual Calendar 2020
III.D.2.25 Planning & Budget Agenda January 2018
III.D.2.26 Planning & Budget Agenda January 2019
III.D.2.27 Planning & Budget Agenda January 2020
III.D.2.28 2011-18 Annual Plan spreadsheet
III.D.2.29 AP 6200 Budget Preparation
III.D.2.30 PBC web page

Standard III.D.3

III.D.3.1 BP 6200 Budget Preparation
III.D.3.2 AP 6200 Budget Preparation
III.D.3.3 BP 6250 Budget Management
III.D.3.4 BP 6300 Fiscal Management
III.D.3.5 PBC Committee Membership
III.D.3.6 College Council Minutes Aug 2019
III.D.3.7 PBC Minutes Aug 2019
III.D.3.8 BOT Budget Workshop Agenda Aug 2019
III.D.3.9 BOT Agenda Budget Sept 2019

Standard III.4

III.D.4.1 Five-year Budget Projection
III.D.4.2 Final Budget 2019-2020 pg 1
III.D.4.3 BOT Meeting Oct 2018 FTES Goals to Actual Report
III.D.4.4 BOT Agenda Grants Report Oct 2019
III.D.4.5 BOT Agenda Apprenticeship Grant Aug 2018
III.D.4.6 BOT Agenda ETP Grant Nov 2016
III.D.4.7 BOT Presentation December 16, 2019
III.D.4.8 BOT Approval Event Director Aug 2018
III.D.4.9 Event Operations
III.D.4.10 College Council Agenda Aug 2019
III.D.4.11 Jan 2020 district wide budget

III.D.4.12 Fiscal Service Budget Partner assignment
III.D.4.13 2019-20 Final Budget, pg 29
III.D.4.14 Budget allocation email Aug 5 2019

Standard III.D.5

III.D.5.1 Quarterly 311 report BOT 12-16-2019
III.D.5.2 PBC agenda 8-15-2019
III.D.5.3 PBC Budget Presentation 8-15-19
III.D.5.4 2019 Annual Audit

Standard III.D.6

III.D.6.1 BOT Agenda Sept 5 2017 Budget Study Session
III.D.6.2 BOT Agenda Budget presentation Aug 26 2019
III.D.6.3 SPC Meeting Oct 31 2019 presentation – Slide # 15
III.D.6.4 2018-19 Final Budget Assumptions
III.D.6.5 Agenda PBC 6-6-19
III.D.6.6 BOT Agenda 6-18-2018
III.D.6.7 Agenda PBC 8-21-2019
III.D.6.8 BOT Budget Workshop 8/26/29
III.D.6.9 BOT Meeting Minutes Sept 3 2019
III.D.6.10 ECC CCSF 320 2017-18 Advance Principal Apportionment
III.D.5.1 CCSF-311update
III.D.6.11 District-Wide Budgets Funds 11&12 (11252019).pdf
III.D.5.5 2019 Annual Audit
III.D.6.12 Superintendent Presentation Fall 2019 Professional Development Day
III.D.6.13 Spring 2019 Town Hall Meeting
III.D.6.14 2019 Annual Report to the Community

Standard III.D.7

III.D.7.1 BP 6400 Audits
III.D.7.2 PBC agenda 1-18-2018
III.D.7.3 BOT web page – audits
III.D.7.4 BOT Audit agenda item 1-16-2018
III.D.7.5 Annual Audit 2019 pg 97-98
III.D.7.6 BOT Meeting April 17 2017
III.D.7.7 Citizens Bond Oversight Committee meeting minutes Mar 29 2017 pg 6

Standard III.D.8

III.D.8.1 BP 6300 Fiscal Management
III.D.8.2 AP 6300 Fiscal Management
III.D.8.3 AS Program Review Schedule
III.D.8.4 Purchasing Risk Management PR 2018-2019.pdf
III.D.8.5 2019-20 Policies Update College Council
III.D.8.6 PR Schedule 2020 Administrative Services
III.D.8.7 Position control spreadsheet Fall 2018

Standard III.D.9

III.D.9.1 BP 6200 Budget Preparation

III.D.9.2 2018-19 Budget Assumptions
III.D.9.3 2019-2020 Budget Assumptions
III.D.9.4 2017-18 Budget Assumptions
III.D.9.5 CCFS 311A-720-Master-Report-20182019
III.D.9.6 BP 6250 Budget Management
III.D.9.7 FCMAT report page #
III.D.9.8 Schedule of Insurance
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Standard III.D.10

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III.D.10.2 FinancialAidOffice-Spring2014.pdf
III.D.10.3 Annual audit report from Eide Bailly 2019 pg 72
III.D.10.4 Audit for the Year Ending June 30, 2019 pg 98
III.D.10.5 BOT Meeting Aug 19 2019 Consent Agenda
III.D.10.6 BP 3600 Auxiliary Organization
III.D.10.7 Foundation Board of Directors
III.D.10.8 BOT Meeting Dec 16 2019 Foundation presentation
III.D.10.9 ECC Foundation Board Meeting 9-26-19
III.D.10.10 BP 6740 Citizens Oversight Committee
III.D.10.11 AP 6740 Citizens Oversight Committee
III.D.10.12 BOT minutes April 15 2019
III.D.10.13 CBOC-Annual-Report-2017-18.pdf

Standard III.D.11

III.D.11.1 Five-year budget projection
III.D.11.2 PBC minutes 5-18-2017
III.D.11.3 2019-20 Final Budget table of Contents

Standard III.D.12

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III.D.12.2 ECC GASB75 Final 2019 Report
III.D.12.3 2019-20 OPEB Irrevocable Trust Fund
III.D.12.4 2019-20 PERS-STRS Future Liabilities Fund

Standard III.D.13

III.D.13.1 S&P Report Rating 2018
III.D.13.2 Annual Audit 2019 pgs 7,8,13

Standard III.D.14

III.D.14.1 2019-20 Budget All Fund Summary
III.D.14.2 BOT minutes Oct 2019
III.D.10.9 Foundation Board of Directors
III.D.14.3 Foundation Audited Financial Statements 2017-2018

Standard III.D.15

III.D.15.1 DOE default rate letter 2018
III.D.10.3 Annual audit report from Eide Bailly 2019 pg 72

- Standard III.D.16
- III.D.16.1 BP 6300 Fiscal Management
- III.D.16.2 BP 6340 Contracts
- III.D.16.3 AP 6307 Debt Issuance and Management
- III.D.16.4 BOT minutes April 15 2019
- III.D.16.5 BOT agenda item Jan 21 2020