



GOVERNANCE MANUAL

Spring 2016 Update

This manual is written in fulfillment of Administrative Procedure 2510–*Collegial Governance and Participation in Local Decision Making*.



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I. Collegial Governance and Participation in Local Decision Making

The collegial culture in the MiraCosta Community College District (MCCD) rests on a partnership in which faculty, staff, administration, and students participate in making decisions. This partnership flourishes when each group understands its own role and respects the roles of other constituent groups. Members of the district community have the authority and responsibility to make recommendations in matters appropriate in scope to their roles in the district. The level of involvement and the process for decision making depends on the type of issue facing the college.

There are three basic categories of issues:

- A. **Governance:** A district governance issue is a policy, procedure, plan, or project that has an impact on the district as a whole. These include board policies, administrative procedures, strategic and master plans, and program review processes.
- B. **Operational:** Operational issues are those that involve the implementation of approved policies, procedures, plans, and programs. Administrative and other procedures frequently designate the division head, or the committee or individual that advises the division head, as responsible for operational decision making within the parameters of the policy, procedure, plan, or program. Procedures that pertain to the internal functioning of a division and do not have district-wide impact may also be designated as operational.
- C. **Working Conditions:** Working conditions are those issues that affect employee groups related to wages, benefits, workload, and other terms and conditions of employment.

This manual focuses on the structure of governance within the District. Operational policies and procedures are maintained by the specific divisions or departments. Working condition issues are referred to the appropriate collective bargaining unit or employee group, and are addressed as outlined in their respective labor agreements.

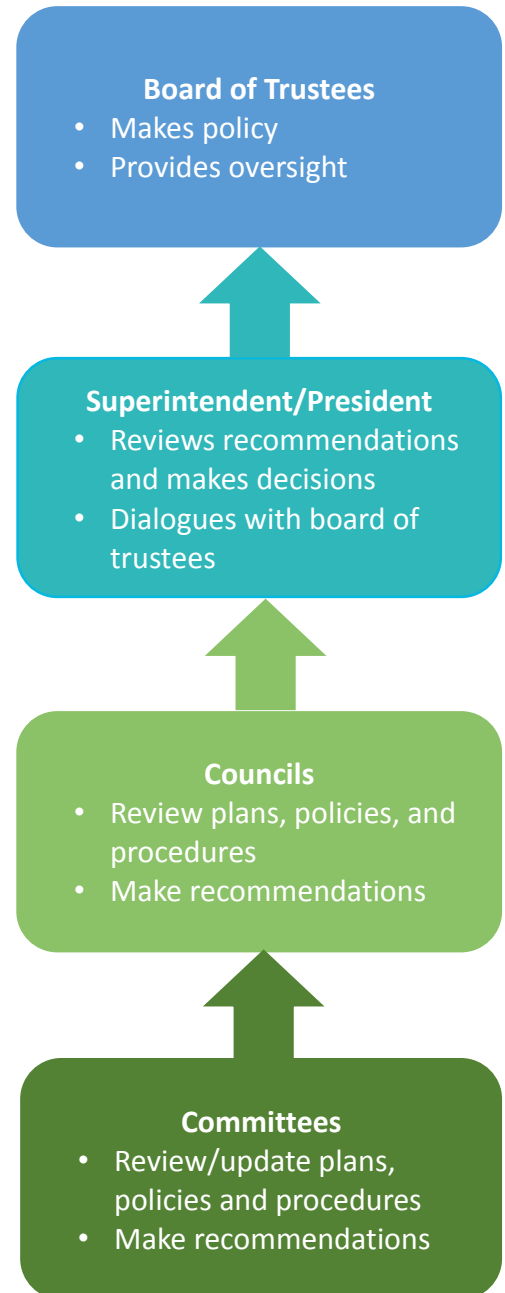
Governance System Organization

The governance system organization at MiraCosta College reflects the ability to collegially address the three basic types of issues that face the college. In developing the governance system organization, the following goals were identified:

- A. Clarify and simplify the governance process to make explicit the scope, charge, authority, membership, and reporting relationships of each group assigned a role within it.
- B. Ensure the governance process encourages collegiality and broad, constructive participation by each group, while honoring discipline expertise when recommendations need to be made that directly affect a specific discipline.
- C. Preserve core values. Enhance practices and procedures that have proven effective in the past while remaining flexible for changing circumstances. Adhere to prevailing statutes, regulations, policies, and procedures.
- D. Provide a reasonable, realistic, and balanced distribution of workloads imposed by the governance process.

The Board of Trustees is the ultimate decision maker on district-wide policies and master plans. The board delegates to the superintendent/president final approval of administrative procedures, operational issues, and strategic plans. The College Council is charged with directing policies, procedures, plans, and other matters to the appropriate governance committees and representative councils, and receiving recommendations back regarding those issues.

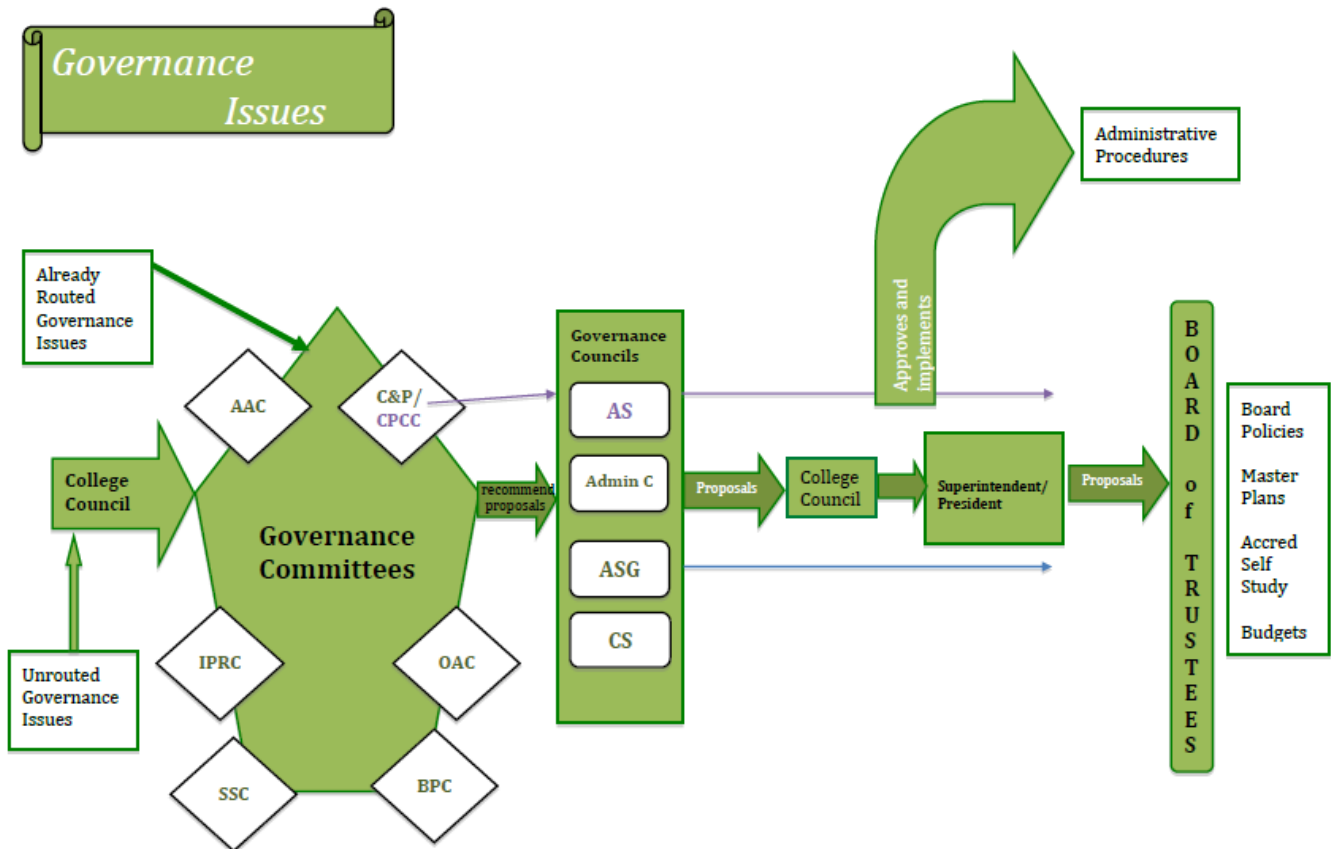
All new or revised board policies (BPs), administrative procedures (APs), or other governance issues routed to governance committee or representative councils must follow the procedure detailed in AP2410. Specific routing assignments can be found on the College Council webpage.



II. Decision Making on Governance Issues

The organization of governance at MiraCosta College and the roles in decision making depend on how a particular issue is categorized. The College Council routes governance issues to the governance committees and representative councils. Once the College Council has routed a governance issue, the issue will thereafter be routed to that governance committee, unless a revised routing to a different committee and/or council is suggested.

Flowchart of Governance Issues



College Council

Charge: Serve as a governance group that makes recommendations to the superintendent/president. College Council is the primary advisory for college-wide matters.

Responsibilities include:

- A. Provide input on district policy and procedure development.
- B. Ensure that policies, procedures, plans, and other matters are directed to the appropriate governance, operational, or working conditions groups.
- C. Ensure that governance process and priorities, accreditation processes, integrated plans, and activities promote institutional effectiveness, through collaboration, assessment, communication, coordination, and refinement.
- D. Provide input on the development of Board of Trustees meeting dockets.

Co-Chairs: Co-chaired by Academic Senate president and superintendent/president.

Composition: Fifteen members comprised of the Academic Senate president and superintendent/president (co-chairs), three divisional vice presidents, Associated Student Government president, Classified Senate Council president and vice president, Academic Senate vice president, and chairs or co-chairs of each of the six governance committees.

Website: <http://www.miracosta.edu/governance/collegecouncil/index.html>

Governance Committees

Six governance committees address their respective, routed governance issues and forward their recommendation to the identified council(s).



Academic Affairs Committee (AAC)

Charge: AAC is responsible for formulating and recommending to the appropriate councils policies on academic and professional matters related to standards of scholarship, academic freedom and intellectual property, standards and process for student learning outcomes assessment, and faculty hiring, and coordinates with IPRC on academic program review standards and processes, incorporating student learning outcomes assessment results into program review, as well as implementing procedures for faculty hiring prioritization based on program review, and annual academic calendar formation.

Chair: Faculty member appointed by the Academic Senate president. The chair may serve for three years, nonrenewable.

Composition: Twenty-one members comprised of fifteen faculty members (including the chair), three administrators, two classified staff members, and one student, each selected by the appropriate representative council.

Terms: Faculty, classified, and student members serve for two-year appointments, renewable twice for a maximum of six consecutive years. Administrative members have no term limits.

Website: www.miracosta.edu/governance/academicaffairs/index.html

Budget and Planning Committee (BPC)

Charge: BPC is responsible for formulating and recommending to the appropriate councils policies and procedures related to institutional, strategic, and integrated planning, grants and gifts, and budget management and preparation. BPC is also responsible for recommending tentative and final budgets, strategic and master plans, grant proposals, and resource allocation processes to the appropriate council(s) or to the vice president, Business and Administrative Services (VPBAS).

Co-chairs: Co-chaired by a faculty member appointed by the Academic Senate president and an administrator appointed by the Administrative Council. The faculty co-chair may serve for three years, nonrenewable. No term limits on the administrative co-chair.

Composition: Twenty-seven members including twelve faculty members (includes co-chair), seven administrators (includes co-chair), seven classified staff members, and one student, each selected by the appropriate representative council.

Terms: Faculty, classified, and student members serve for two-year appointments, renewable twice for a maximum of six consecutive years. Administrative members have no term limits.

Website: www.miracosta.edu/governance/budgetandplanning/index.html

Courses and Programs Committee (C&P)

Charge: The Courses and Programs Committee (C&P) is responsible for formulating and recommending to Academic Senate Council policies and procedures related to the programs and courses offered by the district. The Courses and Programs Curriculum Committee (CPCC) acts by means of careful study and open discussion to assure the district's curriculum has consistent quality, rigor, and compliance with state regulations and standards, as well as with district policies and procedures, including ensuring that course outlines of record include student learning outcomes. Routine curricular matters are recommended to the Academic Senate Council for ratification on its consent calendar and forwarded directly to the Board of Trustees for final approval.

Chair: Faculty member appointed by the Academic Senate president. The C&P chair has no term limit.

Composition:

C&P - Twenty members comprised of the fourteen-member CPCC and one associate faculty member, two additional administrators, two classified staff members, and one student, each selected by the appropriate governance council.

CPCC - Fourteen members, including one administrator and thirteen faculty members, including the committee chair, the articulation officer, a counseling faculty member, a noncredit faculty member, a pre-transfer faculty member, the faculty director of online education, five faculty members representing the five areas (A–E) of general education, and two faculty members representing career and technical education, each selected by the appropriate representative council.

Terms: All members appointed to serve three-year terms. There are no term limits for C&P members.

Website: www.miracosta.edu/governance/coursesandprograms/index.html

Institutional Program Review Committee (IPRC)

Charge: IPRC is responsible for formulating and recommending to the appropriate councils policies and procedures related to the program review process and its associated standards, in cooperation with other governance committees (as required), and for ensuring incorporation of student learning and service outcomes assessment into institutional program review. IPRC is also responsible for assisting in the execution of the program review process, validating program reviews, and collecting feedback to act on process improvements.

Co-Chairs: Co-chaired by a faculty member appointed by the Academic Senate president and an administrator appointed by the Administrative Council. The faculty co-chair may serve for three years, nonrenewable. No term limits on the administrative co-chair.

Composition: Twenty-four members comprised of nine faculty members (including the co-chair and outcomes assessment coordinator), nine administrators (including the co-chair), five classified staff members, and one student, each selected by the appropriate governance council.

Terms: Faculty, classified, and student members serve for two-year appointments, renewable twice for a maximum of six consecutive years. Administrative members have no term limits.

Website: www.miracosta.edu/governance/iprc/index.html

Outcomes Assessment Committee (OAC)

Charge: The OAC is responsible for facilitating meaningful dialogue and assessment practices that support the ongoing improvement of student learning and institutional effectiveness. They provide planning, support, facilitation, communication, and leadership that will promote the achievement of college goals pertaining to outcomes assessment.

Co-Chairs: One administrator and one faculty; faculty term is three years, non-renewable. No term limit for administrator co-chair. Co-chairs are included in the identified composition.

Composition: Twelve faculty (one of whom should be an associate faculty), appointed by the Academic Senate, ideally to include five faculty members who represent general education: one each who teaches in English (ENGL), math (MATH), natural sciences, art and humanities (excluding English), and social and behavioral sciences; two faculty members from career and technical education; one faculty member from each of the following: counseling, noncredit, and library or learning support services or a faculty director; the faculty director of online education or any faculty member with significant online teaching and learning experience; the articulation officer; five administrators, including one executive, one classified, one instructional, and one student services; the dean of research, planning, and institutional effectiveness; three classified staff, appointed by the Classified Senate Council; one student representative appointed annually by the Associated Student Government.

Terms: All members (except student member) serve two year terms; terms are renewable twice.

Website:

<http://www.miracosta.edu/governance/IEC/MCCInstitutionalEffectivenessCommittee.html>

Student Success Committee (SSC)

Charge: The SSC is responsible for developing an institutional vision of student success and coordinating and facilitating the work of individuals, programs, departments, and committees that support and improve student success at the college. The committee is also responsible for reviewing and modifying policies, procedures, and other items as appropriate that are related to student success, providing connections between student success groups and the district integrated institutional planning and resource allocation processes, evaluating the college's overall effectiveness in supporting and improving student success, and assisting members of the college community with initiatives involving student success.

Chairs: Co-chaired by a faculty member appointed by the Academic Senate president and an administrator appointed by the Administrative Council. They should be chosen so that one of them is from the Instructional Services Division and the other is from the Student Services Division. The faculty co-chair may serve for three years, nonrenewable. No term limits on the administrative co-chair.

Composition: Twenty members comprised of ten faculty members, four of whom are traditionally non-classroom, three administrators, five classified staff members, and two students, each selected by the appropriate governance council.

Terms: Faculty, classified, and student members serve for two-year appointments, renewable twice for a maximum of six consecutive years. Administrative members have no term limits.

Website:

<http://www.miracosta.edu/governance/studentaffairs/index.html>

Representative Councils

Academic Senate (AS)

Mission Statement: It shall be the purpose of the Academic Senate to represent the faculty of MCCD and thereby ensure a formal and effective procedure for participating in the formation of policies and procedures on academic and professional matters.

Major responsibilities include the following:

- A. Promote and preserve the integrity of the educational program.
- B. Facilitate communication between the faculty, the superintendent/president, and the Board of Trustees.
- C. Develop policies and procedures related to academic and professional matters, and promote their implementation.
- D. Make recommendations to the superintendent/president on actions by governance committees related to board policies and administrative procedures that have been routed to the Academic Senate.
- E. Assist the members of the faculty of the MCCD in exercising their voice in academic and professional matters.
- F. Develop, communicate, and encourage ethical and professional conduct.

- G. Make recommendations to the administration and Board of Trustees on academic and professional matters.
- H. Represent MCCCD to other faculties, the Academic Senate of California Community Colleges, and other appropriate state and national organizations.

Chair: Academic Senate president, elected at-large by the full-time faculty.

Composition: Thirteen to fourteen members comprised of the Academic Senate president (ASP) and vice president (ASVP), the superintendent/president (who serves as a nonvoting member), eight representatives of the full-time faculty, one coordinating officer (alternating terms of full-time and associate), and five representatives of the associate faculty. ASP, ASVP, and full-time faculty representatives are elected at-large by the full-time faculty. Five associate faculty representatives are elected at-large by the associate faculty.

Website: www.miracosta.edu/governance/academicsenate/index.html

Committees of the AS:

<http://www.miracosta.edu/governance/academicsenate/committees.html>

Administrative Council (AC)

Mission Statement: The Administrative Council provides leadership and direction for the college community, facilitates collaboration and communication among departmental administrators, and serves as a resource in achieving shared goals.

Major responsibilities include the following:

- A. Appoint administrators to serve on governance committees.
- B. Serve as advisory committee to the superintendent/president.
- C. Make recommendations to the superintendent/president on actions by governance committees related to board policies and administrative procedures that have been routed to Administrative Council.
- D. Make recommendations to the superintendent/president on district budgets.
- E. Make recommendations to the superintendent/president on district plans and accreditation self-studies that have been routed to Administrative Council.

Chair: Administrative Council chair, selected by the Administrative Council.

Composition: All academic and classified administrators, three vice presidents, and the superintendent/president.

Associated Student Government (ASG)

Mission Statement: The purpose of the Associated Student Government (ASG) is to serve the collective needs of the students at MiraCosta College. Furthermore, the ASG shall endeavor to achieve this purpose with excellence and impart that standard to future ASG members.

Major responsibilities include the following:

- A. Appointing students to campus-wide committees.
- B. Participating in the development of district policies and annual budget.
- C. Adopting and overseeing use of an annual budget.
- D. Allocating funds for new programs/projects.
- E. Granting club charters.
- F. Providing and administering a program of activities and services for students.

Chair: ASG president, elected at-large by the students.

Composition: On average, the Student Senate is comprised of twenty-nine student members, including five elected officers (ASG president, student trustee, executive vice president, San Elijo Campus vice president, Community Learning Center vice president), four appointed executive officers, one senator representing the Oceanside Campus per 1,000 enrolled students (roughly twelve per year), one senator representing the San Elijo Campus per 1,000 enrolled students (roughly four per year), and two senators representing the Community Learning Center.

Website: www.miracosta.edu/governance/asg/index.html

Committees of the ASG: <http://www.miracosta.edu/governance/asg/committees.html>

Classified Senate Council (CSC)

Mission Statement: The Classified Senate Council embraces a proactive role in collegial governance and effectively provides representation in all issues involving its constituents and the district.

Major responsibilities include the following:

- A. Facilitate communication among the Classified Senate and the administration, the faculty, and the Board of Trustees.
- B. Participate in the development and formation of policy and practices as they relate to activities and functions of the classified staff.
- C. Make recommendations to the superintendent/president on actions by governance committees related to board policies and administrative procedures that have been routed to the Classified Senate Council.
- D. Make recommendations to the administration and the Board of Trustees on all other matters determined pertinent.

Chair: Classified Senate president, elected at-large by classified staff members.

Composition: Twelve to thirteen members comprised of the Classified Senate president and vice president, the immediate past president (if any), the treasurer, the secretary, and eight senators. The superintendent/president and the director of human resources serve as nonvoting advisors. All members (except the immediate past president) are elected at-large by classified staff members.

Website: www.miracosta.edu/governance/classifiedsenate/index.html

Committees of CSC:

<http://www.miracosta.edu/governance/classifiedsenate/index.html>

III. Governance Organization Annual Evaluation Process

Recognizing the importance of continual improvement and maintaining the vibrancy and currency of the governance process in the M CCD, the College Council, assisted by the office of Research, Planning and Institutional Effectiveness, shall perform the following on an annual basis:

October of each year: An evaluation instrument (survey) is employed to measure the effectiveness of the governance organization in ensuring effective collegial governance and decision making. The survey is electronically administered anonymously to all constituents, including associate faculty, full-time faculty, all administrators, all classified staff members, and student leaders of the ASG. Results are forwarded for action, if any, to the College Council.

February of each year: A specific evaluation instrument (survey) to measure the effectiveness and efficiency of individual governance committees is administered to all members within each of the six governance committees to all members. This instrument is followed by a discussion of the survey results within the committee, as well as a written report. The report summarizes the survey and discussion and suggests any changes to committee structure and function deemed necessary to increase the effectiveness of each governance committee. Results are forwarded for action, if any, to College Council.

Throughout the year: The College Council considers any requests for new governance committees or changes to the status or structure of existing governance organization committees.

March through May of each year: College Council reviews the survey results, specific governance committee recommendations, and requests for new governance committees or changes to the status of existing governance committees. Based on this review, the College Council decides on possible action(s).

Changes based on evaluation process: Any changes proposed are forwarded to all four councils for approval by the end of May and implementation the following fall.