

The Board of Trustees has the ultimate authority in those areas assigned to it by state and federal laws and regulations. In executing that responsibility, the board is committed to its obligation to ensure appropriate members of the district participate in developing recommended policies for board action and administrative procedures for superintendent/president action under which the district is governed and administered.

The board embraces the concept of collegial governance as a fundamental policy of the college, while retaining its own rights and responsibilities as the ultimate authority in all areas defined by state laws and regulations.

Collegial governance is defined as the collaborative participation of appropriate members of the college in planning for the future and in developing policies and recommendations under which the college is governed and administered.

Each constituency of the college that has responsibility and expertise in a particular area participates in the development of policies and procedures relating to that area. Such participation will bring together multiple segments of the college in instances where policies and procedures affect employees and students. It is the responsibility and obligation of members of the faculty, administration, and board to participate in the collegial process. The board also provides the opportunity and encourages classified staff and students to participate in the process.

The district's standing governance and advisory committees shall be structured to include appropriate representation by faculty, administrators, classified staff members, and students.

Except for unforeseeable emergency situations, the board shall not take any action on matters subject to this policy until the appropriate constituent group or groups have been provided the opportunity to participate.

Nothing in this policy will be construed to interfere with the formation or administration of employee organizations or with the exercise of rights guaranteed under the Educational Employment Relations Act, Government Code §§3540 et seq.

Academic Senate Role in Collegial Governance

The board recognizes the Academic Senate as the body that represents the faculty (full-time and associate) in collegial governance relating to academic and professional matters. The board acknowledges the definition of academic and professional matters to mean the following as defined in Title V of the California Administrative Code:

- A. Curriculum, including establishing prerequisites and placing courses within the disciplines.
- B. Degree and certificate requirements.
- C. Grading policies.
- D. Educational program development.
- E. Standards or policies regarding student preparation and success.
- F. District and college governance structures, as related to faculty roles.
- G. Faculty roles and involvement in accreditation processes, including self-study and annual reports.
- H. Establishing policies for faculty professional development activities.
- I. Processes for program review.
- J. Processes for institutional planning and budget development.
- K. Other academic and professional matters as mutually agreed upon between the Board of Trustees and the Academic Senate.

The board recognizes the right of the Academic Senate to assume primary responsibility for making recommendations in the areas of curriculum and academic standards. If a senate recommendation in these areas is not accepted, the board or its designee, upon request of the Academic Senate, shall promptly communicate its reasons in writing to the Academic Senate.

The board recognizes and endorses the rights and responsibilities assigned to faculty by state statutes regarding faculty personnel matters to include equal employment opportunity, hiring, evaluation, tenure review, dismissal, and administrator retreat rights.

Upon request of the Academic Senate, the board, or its delegated administrators, shall confer with the Academic Senate regarding recommendations or proposals by the Academic Senate. If parties to the discussion do not reach consensus, the Academic Senate may present its views to the board, and the board shall consider and respond to such views.

Likewise, Academic Senate representatives have the responsibility, when requested, to confer with the board's delegated administrators and to respond to their proposals and recommendations.

Individuals who represent the faculty as a whole on collegial governance issues and advisory committees unrelated to working conditions and compensation shall be recommended by the president of the Academic Senate with concurrence of the Academic Senate.

Administrator Role in Collegial Governance

The Board of Trustees defines the scope of responsibilities and delegates authority of MiraCosta Community College District administrators through job descriptions and board policy.

The superintendent/president has primary responsibility for the quality of the institution he/she leads and, as appropriate, delegates authority to administrators and others consistent with their responsibilities, and sets the goals and priorities for the institution.

Administrators shall be provided with opportunities to participate collegially in the formation and development of district policies and procedures that have significant effect on the college.

Administrators include all academic and classified administrators, vice presidents, and the superintendent/president. Administrators provide leadership and direction for the college community, facilitates collaboration and communication among departmental administrators, and serves as a resource in achieving shared goals.

All administrators have supervisory duties related to budgets, personnel, and operational responsibilities. Major governance responsibilities include the following:

- A. Appoint administrators to serve on governance committees.
- B. Serve as an 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 administrators.
- 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 administrators.
- F. Promote the appropriate inclusion of students, faculty, and staff in making recommendations to the superintendent/president.
- G. Serve as a resource to the superintendent/president, the Board of Trustees, and district faculty and staff.

Classified Senate Role in Collegial Governance

In accordance with provisions of Title V of the California Administrative Code, the board recognizes the right of classified employees to participate in the collegial governance of the college and further acknowledges the benefit of such participation to the college and its students.

The board recognizes the Classified Senate as the employee organization and the Classified Senate Council as the representative body of the Classified Senate for purposes of this policy section.

Classified employees are to be included in all governance and advisory committees of the college. Individuals who represent the classified staff as a whole on collegial governance and advisory committees shall be recommended by the president of the Classified Senate with concurrence of the Classified Senate Council.

The board asks supervisors to provide flexibility in work schedules to permit classified employees to participate in collegial governance activities associated with the Classified Senate and the college governance committees.

The functions of the Classified Senate are to:

- A. Facilitate communication among the classified staff, the administration, the faculty, and the Board of Trustees.
- B. Participate in the development and formulation of policies and practices as they relate to activities and functions of the classified staff.
- C. Make recommendations to the administration and the Board of Trustees in all matters determined pertinent.

Student Participation in Collegial Governance

In accordance with Title V, §51023.7, of the California Administrative Code, the MiraCosta Community College District Board of Trustees affirms the role of students in the collegial governance process. The board recognizes the Associated Student Government as the representative body authorized to make recommendations to the administrators and the Board of Trustees on policies and procedures of the college that have or will have a significant effect on students. This right shall include the opportunity to participate in processes for jointly developing recommendations on policies and procedures under which the college is governed and administered and that have or will have a significant effect on students, to the administration, and the Board of Trustees.

The Associated Student Government has the authority to select student representatives for participation on college committees, task forces, and other governance groups. The board will give reasonable consideration to recommendations of students with regard to college policies and procedures related to the hiring and evaluation of administrators, faculty, and staff members. Except in unforeseeable, emergency situations, administrators and the board shall not take action on a matter having a significant effect on students until it has provided students with an opportunity to participate in the formulation of the policy or procedure or the joint development of recommendations regarding the action.

The board acknowledges the following as areas that have or may have a significant effect on students:

- A. Grading policies.

- B. Codes of student conduct.
- C. Academic disciplinary policies.
- D. Curriculum development.
- E. Courses or programs that should be initiated or discontinued.
- F. Processes for institutional planning and budget development.
- G. Standards and policies regarding student preparation and success.
- H. Student services planning and development.
- I. Student fees within the authority of the district to adopt.
- J. Any other district and college policy, procedure, or related matter the board determines have or will have a significant effect on students.

The Student Trustee

The student trustee shall have the right to make and second motions at board meetings. His/her vote will be advisory. It shall be the responsibility and obligation of the student trustee to bring issues of collegial governance compliance on all matters that have or will have a significant effect on students to the board's attention.

Committee Membership

College committees, of which student representatives are members, should make efforts to accommodate student members' class schedules in planning their meeting times.

Role of Students in Hiring

A student representative may be included on each permanent full-time faculty screening committee whenever it is possible to do so. At least one student representative should be invited to serve on screening committees for the following positions: any college vice president, any Student Services administrator, any Student Services supervisor, transfer faculty director, any counselor, and the secretary assigned to student activities.

The Governance Manual describes the procedures for participation in local decision making on governance.

This manual is reviewed annually and updated as needed by the Steering Council following analysis of the March evaluation of the effectiveness of the governance process. Changes to the governance process are subject to the recommendation of all governance councils prior to superintendent/president approval.

The manual is posted on the district Web page under Governance.

MIRACOSTA COMMUNITY COLLEGE DISTRICT GOVERNANCE MANUAL

Fall 2014

This manual is written in fulfillment of AP2510
Collegial Governance and Participation in Local Decision Making.



**OFFICE OF
INSTITUTIONAL EFFECTIVENESS**

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I. Collegial Governance and Participation in Local Decision Making

The collegial culture in the MiraCosta Community College District (MCCCD) 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, who is 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.

The organization of governance at MiraCosta College and the roles in decision making depend on how a particular issue is categorized. Steering Council is the governance body with a charge, in part, to categorize each issue and then appropriately route it for local decision making.

Steering Council

Charge: Routing governance issues to governance committee(s) for deliberation and governance council (s) for the development of recommendations to the superintendent/president.

Responsibilities include:

- A. Determining that issues are related to professional standards or working conditions committee(s) and referring these issues to the president of the appropriate constituency group(s).
- B. Determining that issues are operational and referring operational issues to the appropriate administrator.
- C. Determining that issues are requests for change of committee status or addition of a new governance committee and routing these issues to the Institutional Effectiveness Committee.
- D. Determining that issues are academic and professional matters, as defined in Board Policy 2510, and referring these issues to the Academic Senate.
- E. Ensuring that governance committee and council activity is documented through timely agendas and minutes posted online.
- F. Tracking the flow of decision making from Steering Council to governance committee, from governance committee to governance council, and from governance council to the superintendent/president.

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/steeringcouncil/index.html>

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:

1. 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.
2. 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.
3. 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.
4. Provide a reasonable, realistic, and balanced distribution of workloads imposed by the governance process.

II. Decision Making on Governance Issues

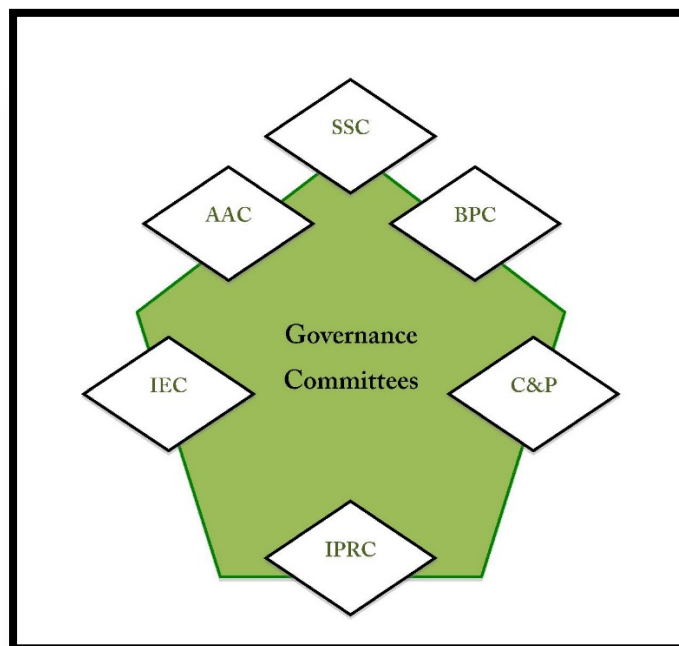
The Board of Trustees is the ultimate decision maker on district-wide policies and master plans. The board delegates to the superintendent/president final approval of administrative procedures, operational issues, and strategic plans.

The Steering Council routes governance issues to the governance committees and councils. Once Steering Council has routed a governance issue, the issue can be brought directly to the governance committee where it is routed thereafter, unless a revised routing to a different committee and/or council is suggested.

All new or revised board Policies (BPs), Administrative Procedures (APs), or other governance issues routed to governance councils must follow the procedure detailed in AP2410.

Governance Committees

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



Academic Affairs (AAC)

Charge: AAC is responsible for formulating and recommending to the Academic Senate policies on academic and professional matters related to standards of scholarship, academic freedom and intellectual property, standards and process for student learning outcomes assessment, faculty hiring, and 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 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/academicaffairs/index.html

Budget and Planning (BPC)

Charge: BPC is responsible for formulating and recommending to the appropriate councils policies and procedures related to institutional, strategic, and integrated planning, accreditation, 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 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/budgetandplanning/index.html

Courses and Programs (C&P)

Charge: C&P is responsible for formulating and recommending to the Academic Senate 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 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:

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 governance council.

C&P - Eighteen members comprised of the twelve-member curriculum subcommittee (CPCC) and one associate faculty member, two additional administrators, two classified staff members, and one student, each selected by the appropriate governance 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 Effectiveness Committee (IEC)

Charge: IEC ensures academic quality by systematically reviewing, evaluating, and refining the district's governance organization and Integrated Planning Model. IEC coordinates the integration of the functions and processes for planning and decision-making. The committee promotes continual, district-wide dialogue about institutional effectiveness and documents the improvement process.

Chairs: Chaired by the accreditation liaison officer/dean of Institutional Effectiveness with two vice-chairs—a faculty member appointed by the Academic Senate president and a classified member appointed by the Classified Senate Council. The vice-chairs may serve for three years, non-renewable. There is no term limit for chair.

Composition: Thirteen members comprised of four faculty members (including the vice-chair), four administrators (including the chair and at least one classified administrator), four classified staff members (including the vice-chair), and one student, each selected by the appropriate governance council.

Terms: The committee is updating term lengths and will post approved terms on its website.

Website:

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

Institutional Program Review (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 outcomes assessment into academic 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

Student Success (SSC)

Charge: 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 Instructional Services and the other is from Student Services Divisions. 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>

Governance Councils

Academic Senate (AS)

Mission Statement: It shall be the purpose of the Academic Senate to represent the faculty of MCCCDC and thereby ensure a formal and effective procedure for participating in the formation of policies and procedures on academic, professional, and personnel 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, professional, and personnel 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 Council.
- E. Assist the members of the faculty of the MiraCosta Community College District in exercising their voice in academic, professional, and personnel matters.
- F. Develop, communicate, and encourage ethical and professional conduct.
- G. Make recommendations to the administration and Board of Trustees on academic, professional, and personnel matters.
- H. Represent MiraCosta Community College District 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 immediate past president (if any), the superintendent/president (who serves as a nonvoting member), seven representatives of the full-time faculty, and three representatives of the associate faculty. ASP, ASVP, and full-time faculty representatives are elected at-large by the full-time faculty. Three 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

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 of MiraCosta College 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 Associated Student Government 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: Associated Student Government 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.

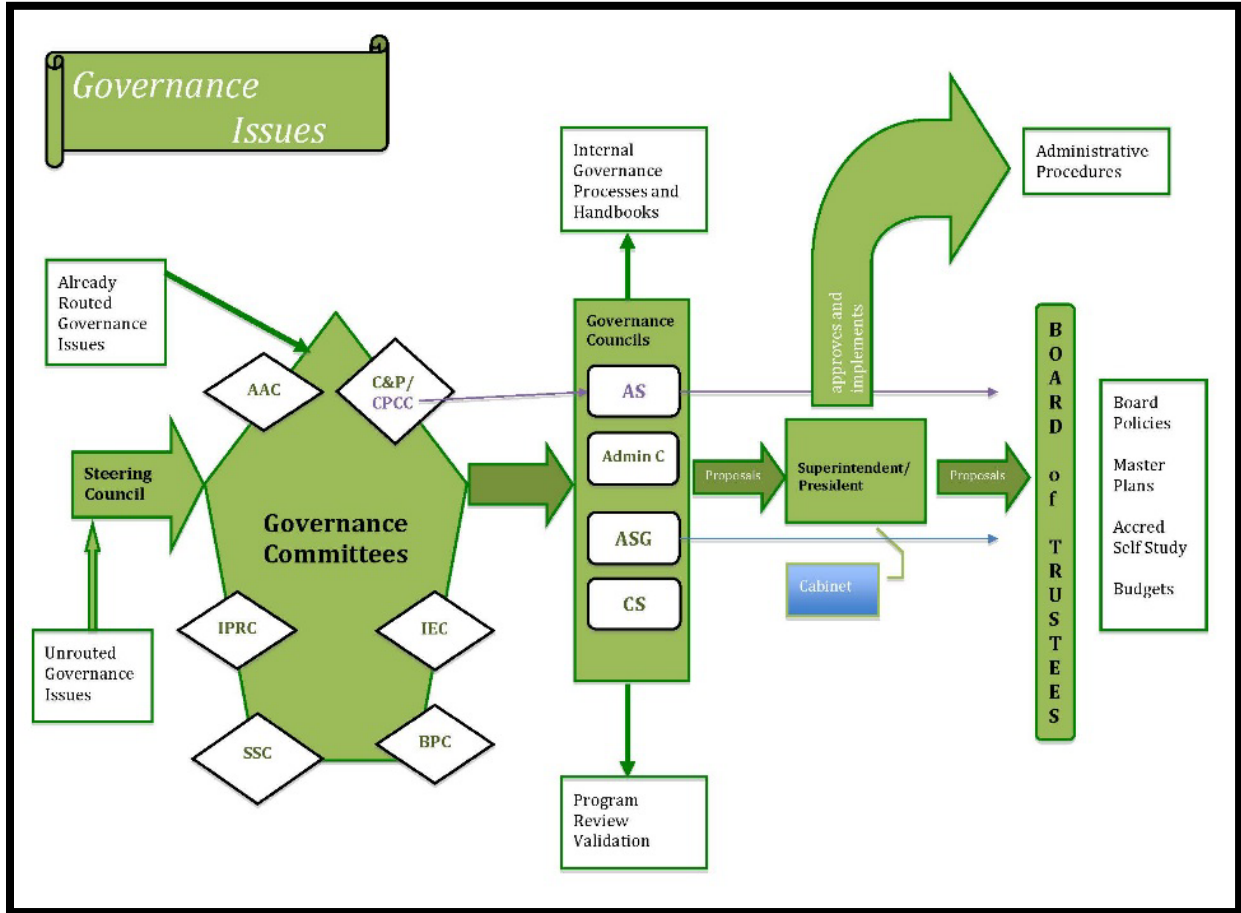
Chair: Classified Senate president, elected at-large by classified staff members.

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>

Flowchart of Governance Issues



III. Decision Making on Operational Issues

The Board of Trustees has the ultimate authority on all board policies related to operations of the district and delegates to the superintendent/president final approval of administrative procedures related to operational issues. The superintendent/president has the ultimate authority in carrying out the operations of the district and delegates to the vice presidents of Business and Administrative Services, Instructional Services, and Student Services the responsibility for operation of their respective divisions.

When the Steering Council identifies an issue as operational, it routes the issue to the appropriate division head—Business and Administrative Services (led by the VPBAS), Instructional Services (led by the VPI), Student Services (led by the VPSS), or president’s division. The division head may then delegate the operational decision-making task to an academic or classified administrator within the division.

Each division head has Divisional Advisory Committees (DACs). Operational issues may be brought directly to a division or DAC without first being routed by the Steering Council. Many existing procedures assign roles to division heads and DACs within the approved procedure.

When a DAC or division head recommends a change in policies, procedures, or plans, the change is a governance issue that must go through the governance process described previously.

In some cases, the division head or his or her delegate is charged with implementing a procedure, effectively delegating the operational issue to the division head. In others, the division head recommends a course of action to the superintendent/president through the executive management team or through the superintendent/president’s Cabinet. In all instances that involve revision or creation of a BP, AP, or other operational issue, the procedure to follow is AP2410.

Advisory to the Office of the Superintendent/President

Cabinet: Comprised of the president, the vice presidents, the dean of the San Elijo Campus, the dean of the Community Learning Center, and the presidents of the Academic and Classified Senates. This group meets prior to meetings of the Board of Trustees to advise the superintendent/president on issues coming before the Board of Trustees and acts as the superintendent/president's principal advisory group.

Executive Management Team (EMT): Comprised of the superintendent/president and the three district vice presidents, this team meets regularly to give executive advice on issues.

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

Advisory to the Business and Administrative Services Division

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

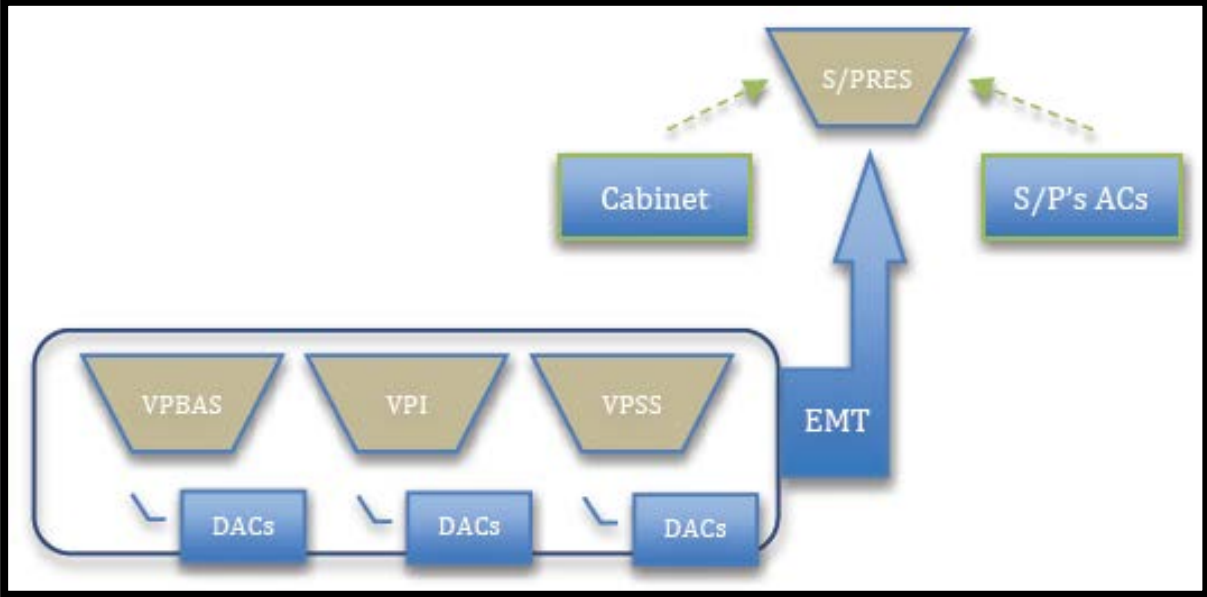
Advisory to the Instructional Services Division

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

Advisory to the Student Services Division

Website: <http://www.miracosta.edu/student-services/index.html>

Flowchart of Operational Issues



IV. Decision Making on Working Conditions Issues

The Board of Trustees has the ultimate authority on all board policies related to working conditions. The board delegates to the superintendent/president final approval of all administrative procedures related to working conditions and employee manuals embodying existing working conditions agreements.

Working conditions are negotiated between the district and employee groups through collegial negotiations or collective bargaining as detailed in BP7140.

When Steering Council identifies an issue as a working conditions issue, it routes the issue to the appropriate president of an employee council or association.

Employee manuals: <http://www.miracosta.edu/administrative/hr/manuals.html>

V. Governance Organization Annual Evaluation Process

Recognizing the importance of continual improvement and maintaining the vibrancy and currency of the governance process in the MiraCosta Community College District, the Institutional Effectiveness Committee (IEC) 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 IEC.

February of each year: A specific evaluation instrument (survey) to measure the effectiveness and efficiency of individual governance committees is administered within each of the six governance committees to all members (faculty, classified staff, administrators, and students). 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 IEC.

Throughout the year: The Steering Council receives any requests for new governance committees or changes to the status or structure of existing governance organization committees and automatically routes these to IEC.

March and April of each year: IEC 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, IEC 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.



**OFFICE OF
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continuous
IMPROVEMENT
data . dialogue . decision making

► miracosta.edu

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Oceanside Campus

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San Elijo Campus

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