MiraCosta Community College District
Academic Administrators
Working Conditions Manual

Approved May 6, 2011
(Revised From 6/15/10)
Working Conditions Manual

The following Agreement has been reached by designated representatives of the Board of Trustees and the MiraCosta Community College District Academic Administrator Association as to the working conditions for Association members.

MiraCosta Community College District Academic Administrator Association

[Signature]
Dr. Al Taccone, MCCCDAAA President

5/8/11
Date

MiraCosta Community College District

[Signature]
Dr. Francisco C. Rodriguez, Superintendent/President

5/8/11
Date
<table>
<thead>
<tr>
<th>CHAPTER I</th>
<th>ACADEMIC ADMINISTRATOR STATUS</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER II</td>
<td>HIRING, CLASSIFICATION, LENGTH OF TERM AND TRANSFER</td>
<td>2</td>
</tr>
<tr>
<td>CHAPTER III</td>
<td>HIRING PROCEDURES FOR ACADEMIC ADMINISTRATORS</td>
<td>4</td>
</tr>
<tr>
<td>CHAPTER IV</td>
<td>HOURS OF WORK</td>
<td>6</td>
</tr>
<tr>
<td>CHAPTER V</td>
<td>COMPENSATION</td>
<td>7</td>
</tr>
<tr>
<td>CHAPTER VI</td>
<td>BENEFITS</td>
<td>8</td>
</tr>
<tr>
<td>CHAPTER VII</td>
<td>EMPLOYEE EVALUATION</td>
<td>9</td>
</tr>
<tr>
<td>CHAPTER VIII</td>
<td>TERMINATION</td>
<td>10</td>
</tr>
<tr>
<td>CHAPTER IX</td>
<td>STAFF DEVELOPMENT/PROFESSIONAL GROWTH</td>
<td>11</td>
</tr>
<tr>
<td>CHAPTER X</td>
<td>LEAVES</td>
<td>12</td>
</tr>
<tr>
<td>CHAPTER XI</td>
<td>LONG-TERM LEAVES OF ABSENCE</td>
<td>17</td>
</tr>
<tr>
<td>CHAPTER XII</td>
<td>INDUSTRIAL ACCIDENT AND ILLNESS LEAVE</td>
<td>19</td>
</tr>
<tr>
<td>CHAPTER XIII</td>
<td>VACATION</td>
<td>20</td>
</tr>
<tr>
<td>CHAPTER XIV</td>
<td>HOLIDAYS</td>
<td>22</td>
</tr>
<tr>
<td>CHAPTER XV</td>
<td>ACADEMIC ADMINISTRATOR SABBATICAL LEAVE PROCEDURES</td>
<td>23</td>
</tr>
<tr>
<td>CHAPTER XVI</td>
<td>ACADEMIC ADMINISTRATOR EXPENSES</td>
<td>26</td>
</tr>
<tr>
<td>CHAPTER XVII</td>
<td>ADMINISTRATIVE RETREAT RIGHTS</td>
<td>27</td>
</tr>
<tr>
<td>CHAPTER XVIII</td>
<td>EARLY RETIREMENT</td>
<td>30</td>
</tr>
<tr>
<td>CHAPTER XIX</td>
<td>GRIEVANCE PROCEDURES</td>
<td>31</td>
</tr>
<tr>
<td>CHAPTER XX</td>
<td>PERSONNEL RECORDS</td>
<td>33</td>
</tr>
<tr>
<td>CHAPTER XXI</td>
<td>CONFLICT OF INTEREST</td>
<td>34</td>
</tr>
<tr>
<td>CHAPTER XXII</td>
<td>SECONDARY EMPLOYMENT</td>
<td>35</td>
</tr>
<tr>
<td>CHAPTER XXIII</td>
<td>ACADEMIC ADMINISTRATORS TEACHING</td>
<td>36</td>
</tr>
<tr>
<td>CHAPTER XXIV</td>
<td>SEXUAL HARASSMENT</td>
<td>38</td>
</tr>
<tr>
<td>CHAPTER XXVI</td>
<td>EMERGENCIES AND NATURAL DISASTERS</td>
<td>39</td>
</tr>
<tr>
<td>CHAPTER XXVII</td>
<td>ACKNOWLEDGEMENT OF RECEIPT OF ACADEMIC ADMINISTRATORS MANUAL</td>
<td>40</td>
</tr>
<tr>
<td>APPENDIX A</td>
<td>SALARY SCHEDULE</td>
<td>42</td>
</tr>
<tr>
<td>APPENDIX B</td>
<td>EVALUATION INSTRUMENTS</td>
<td>44</td>
</tr>
</tbody>
</table>
CHAPTER I

ACADEMIC ADMINISTRATOR STATUS

Academic Administrators (a.k.a. Certificated Administrators, a.k.a. Educational Administrators)

This manual sets forth the philosophy, purpose, policies and procedures for academic administrators below the level of vice-president as designated by the MiraCosta Community College District Board of Trustees. It is a guide to provide basic information on policy and procedure and is to be read in conjunction with Governing Board policy and state and federal law. If there is a conflict between the information provided herein, local, state or federal law, the individual contracts, Governing Board policy and/or local law shall prevail.

Academic administrators are employed in accordance with California Education Code section 72411.5.
CHAPTER II
HIRING, CLASSIFICATION, LENGTH OF TERM AND TRANSFER

Hiring

The Superintendent/President or his/her designee shall be responsible for the recruitment, selection, and recommendation to the Board of Trustees, of candidates for vacant academic administrator positions covered by this manual.

Consistent with the principles of equal employment opportunity, the district shall seek quality leadership, provide career opportunities for its current academic administrators, and continue to recruit from the best available resources.

District employment procedures for academic administrator positions shall be published and disseminated through normal district channels.

Classification

All academic administrators in the positions of Dean and Associate Dean shall be considered academic administrators. Specific titles and responsibilities shall be established by the job descriptions as adopted by the Board of Trustees.

Contract Period

Contract period shall be defined as July 1 through June 30.

New academic administrators will be offered a one year contract commencing with the first day of employment in a contract period through June 30. Academic administrators who receive an overall performance appraisal of “effective” will be offered rolling two (2) year contracts beginning with their second full twelve (12) month (July 1-June 30) contract period.

Permanent Voluntary Reassignment of Academic Administrators

These are reassignments requested by the academic administrator. They may be lateral (and receive comparable remuneration, including benefits) or to a lower classification and must be approved by the appropriate immediate supervisor and the Superintendent/President. Requests shall be in writing to the immediate supervisor and shall be the decision of the immediate supervisor and Superintendent/President. Notification of the decision to the requesting employee must be in writing.

Permanent Involuntary Reassignment of Academic Administrators

These are reassignments of administrators to an established position that is open or to a new position. These reassignments must be approved by the Superintendent/President, be for the benefit of the district as determined by the Superintendent/President, and receive comparable remuneration, including benefits. The Super-
intendents/President shall give written notice to the individual being reassigned and if requested by the academic administrator a written statement of the reasons for the reassignment.

**Acting and Interim Academic Administrators**

The Superintendent/President may appoint acting academic administrators as determined necessary to meet the needs of the district. Interim academic administrators may be appointed with the approval of the Board of Trustees, consistent with the needs and interests of the district and applicable state rules and regulations. Such acting and interim appointments may include all district academic administrators as defined by the Education Code and all levels of administrative services including vice presidents.

Interim appointments may not generally exceed twelve (12) consecutive months and no academic administrator position shall remain in interim status for greater than twelve (12) months, except as authorized by Education Code and Title 5.

Acting and interim assignments in a higher level position shall be compensated at no less than ten percent (10%) above the academic administrator's current salary. In the event the assignment crosses contract year, the assignment shall continue at ten percent (10%) above the salary of the new contract year.

Individuals appointed to interim positions shall be eligible to apply for and be selected for the permanent position for which they are holding the interim appointment.

Academic administrator interim appointments include all district academic administrators as defined by education code and/or the Board of Trustees including those positions not included in the MCCCDDAA. Those positions currently include:

- Vice President, Instructional Services
- Vice President, Student Services
- Vice President, Business and Administrative Services

**Reassignment or Demotion**

Reassignment and demotion shall be in accordance with the individual contracts and the Education Code.
CHAPTER III

HIRING PROCEDURES FOR ACADEMIC ADMINISTRATORS

Authorization of Position

Following authorization to fill an academic administrator position, a position announcement will be developed by the Human Resources Director or his/her designee. A selection committee will be appointed by the Superintendent/President or his/her designee. The Human Resources Director or his/her designee shall be responsible for ensuring compliance with credential requirements and the college’s hiring procedures and approving the equal employment opportunity representative to selection committees.

The process for hiring academic administrators shall follow governing board policy and administrative procedure.

Announcement of Position

Notices of academic administrator positions shall be distributed widely in order to obtain a sufficient number of highly qualified candidates. Where the selection committee determines that exceptional circumstances necessitate only an intra-district distribution, they will justify such action to the Superintendent/President for consideration and recommendation to the Board of Trustees. The EEO Officer shall ensure that equal employment opportunity guidelines are followed in publicizing job announcements.

Committee Composition

The members of academic administrator hiring committees and the chairs of those committees shall be appointed by the Superintendent/President or his/her designee and may include representatives from the faculty, academic administrators, classified administrators, classified staff and students. An equal employment opportunity representative will serve as a voting member of the committee and shall be appointed by the EEO officer or his/her designee. The managers making the final hiring decision and a Governing Board member may serve as nonvoting member(s).

Hiring Procedures

Hiring procedures will follow Board of Trustees Policy and Administrative Procedure. The Human Resources office will coordinate and support hiring and selection committee efforts.

Recommendation of the Selected Candidate(s)

If suitable candidates are identified, the Superintendent/President or his/her designee shall make the final selection from the candidates forwarded to him/her by the selection committee. As such the Superintendent/ President or his/her designee may interview the finalists recommended by the selection committee.
The Superintendent/President or his/her designee may do additional research on interviewees as appropriate. The selected applicant shall be notified by the Superintendent/President or his/her designee of recommendation for hire.

Upon authorization to hire from the Board of Trustees, a representative from the Human Resources office will make the offer of employment and notify the selected applicant of additional employment procedures necessary to complete the hiring process, including compensation.

A Human Resources office representative shall notify all other applicant as soon as possible following Board of Trustees action.
CHAPTER IV

HOURS OF WORK

Academic administrators are exempt employees under the Fair Labor Standards Act. As such, they are expected to complete all work assigned to them, irrespective of the number of hours required in any given day or work-week. For public accountability purposes, however, use of sick leave, other paid leaves and vacation shall be based on an eight hour work day within a twenty-four (24) hour period and a forty (40) hour work week during any five (5) consecutive days.
CHAPTER V

COMPENSATION

Salary Schedule

It is the interest of the district’s Board of Trustees to maintain a competitive compensation plan for academic administrators.

The district shall adopt a salary schedule on an annual basis subject to modification as deemed appropriate by the Board of Trustees including increases during the current fiscal year or any subsequent fiscal year in which the salary schedule may be in effect. Adoption or modification of the salary schedule shall be by meet and confer with the Association.

The Superintendent/President shall ensure that the lowest paid dean has greater compensation than the highest paid faculty member’s base salary. The goal shall be to maintain step one on the deans’ non-doctorate salary schedule being higher than the highest step, non-doctorate, on the faculty schedule (currently Class V, step 30) with the remainder of the steps in the deans’ salary schedule being adjusted and maintained accordingly (2.7 percent between steps). The associate deans’ salary schedule shall be maintained with a $20,000 difference with the deans’ salary schedule steps.

Initial Placement on the Salary Schedule

An academic administrator who is promoted to another academic administrative position, or who is new to the district, shall be placed on the step of the appropriate salary range based upon an evaluation of the type and level of his/her education, and previous directly-related experience as recommended by the Superintendent/President and approved by the Board of Trustees.

Salary Deductions

In the case where academic administrators are absent without pay for any reason, the number of workdays in the twelve-month contract year (244) will be used to adjust their annual salary.
CHAPTER VI

BENEFITS

Benefits in General

The MiraCosta Community College District will provide an insurance benefit package for all academic administrators and their eligible dependents as part of overall employee compensation. An academic administrator must have a fifty percent (50%) or more regular employment contract to be eligible for these benefits.

Since district insurance carriers and benefits may change from time to time, and since employee benefits are reviewed and modified on a regular basis, details of the benefit plans are not included in this manual, but details are periodically (at least once per year) distributed to all staff members by the Human Resources office. Benefits allocated to an Academic Administrator shall be through agreement between the Association and the district via the meet and confer process. The district will pay the medical and dental benefits premiums in effect and on the same basis as active academic administrators, for eligible retired academic administrators who have completed ten (10) or more years of service in the MiraCosta Community College District from the age of retirement from the district until eligibility for Medicare.

At least one academic administrator shall be appointed to the district’s Fringe Benefits Committee by the MCCCCAAA.
CHAPTER VII

EVALUATION

The primary purposes of performance evaluation are employee development and improved communication between the supervisor and the academic administrator regarding the academic administrator’s level of job performance and a mutual understanding of performance requirements and contributions.

Performance evaluations are conducted annually for the first two contract years, then every three years following and should indicate the areas in which the academic administrators are performing satisfactorily, where improvement is needed, and where the academic administrator has made unique and significant contributions to the district. While it is expected that evaluations will be done periodically, the evaluation may be completed at any time the supervisor considers that such an evaluation would be appropriate. Upon completion of the evaluation, the academic administrator will be given a written document setting forth the evaluation and will have the opportunity to meet with the supervisor to discuss the evaluation. Evaluations are to be completed before June 30. The following forms will be used for the evaluations, and they are contained in Appendix B:

- Survey for Administrator Evaluation, electronically whenever possible
- Administrator – Self Evaluation
- Administrator Evaluation Form

The Human Resources office will administer the evaluation process. The list of people to be surveyed for an evaluation shall be mutually agreed to by the administrator and appropriate vice president. The evaluation will become a permanent part of the academic administrator’s personnel file to which the academic administrator may attach any comments that he/she considers appropriate.
Chapter VIII

TERMINATION

Academic administrators hired prior to June 30, 1990, or who previously achieved tenure with the MiraCosta Community College District before becoming an academic administrator have statutory rights and any discipline with respect to those individuals shall be conducted in accordance with those statutory rights. All other academic administrators are at-will employees subject to any contractual rights which they might have. Such academic administrators may be terminated for breach of contract which shall include unsatisfactory work performance, unprofessional conduct, insubordination, failure to comply with district policy, rules and regulations or other misconduct which interferes with the performance of their duties and responsibilities to the district.

Prior to terminating an academic administrator for breach of contract, the district will notify the academic administrator in writing of the actions or conduct which constituted a breach. The academic administrator will be given a copy of all documents or evidence as then known by the district with respect to breach and an opportunity to respond orally and/or in writing to the Superintendent/President or his/her designee as to why the proposed action should not be taken. The academic administrator shall have the right to be represented at the meeting with the Superintendent/President. After taking into consideration the information presented by the academic administrator, the Superintendent/President shall issue a written decision setting forth the district’s position with respect to the breach of contract and termination. In the event that the Superintendent/President determines that a termination is warranted, he/she shall make his/her recommendation to the Board of Trustees for a final decision on the matter.
Chapter IX

STAFF DEVELOPMENT/PROFESSIONAL GROWTH

Professional development is encouraged.
Chapter X

LEAVES

Sick Leave Eligibility

Sick leave benefits shall be available to all academic administrators. Any time taken as sick leave which, upon conclusion of employment with the district the academic administrator does not have a sufficient accumulation from which to draw shall be recovered from the academic administrator.

Sick Leave Allowance

Academic administrators with a full-time assignment shall be eligible for sick leave at the rate of one (1) day per month of service. The accrual shall be proportionate for assignments less than full time. Unused, full-salary sick leave shall accrue without limitation.

Extended Sick Leave

Academic administrators absent from duties for reasons of illness or accident for a period of one-hundred (100) days or less shall receive fifty percent (50%) of his/her salary if their accumulated sick leave has expired.

Authorized Uses

Academic administrators shall complete an absence report, Form B-100, upon return to duty. With an absence of more than five (5) days, the district may require verification by a physician, recognized religious practitioner or registered nurse.

Transfer of Sick Leave

An academic administrator who has been employed with a California public school district (K12 or community college) for a period of one school year or more, and who is employed in this district, may transfer his/her total amount of unused sick leave. It is the academic administrator's responsibility to secure the transfer of any such leave balance from a previous California school employer within the first year of employment with the district.

Donation of Sick Leave

In accordance with Board policy, if an academic administrator meets the criteria to request Catastrophic Leave, he/she may, upon approval by the Board, be eligible to receive donated leave credits. Academic administrators may donate eligible leave credits to an employee when that employee or a member of his or her family suffers from a catastrophic illness or injury. An academic administrator who receives transferred leave credits shall use any leave credits that he or she continues to accrue.
on a monthly basis prior to receiving transferred leave credits. "Catastrophic illness" or "injury" means an illness or injury that is expected to incapacitate the employee for an extended period of time or that incapacitates a member of the employee's immediate family, which incapacity requires the employee to take time off from work for an extended period of time to care for that family member, and taking extended time off work creates a financial hardship for the employee because he or she has exhausted all of his/her sick leave and other paid time off.

**Quarantine Leave**

An academic administrator unavoidably absent from duty under quarantine imposed by order of any authorized health officer of the State of California shall be paid regular salary for the period of absence without deduction from his/her sick leave account. A copy of the quarantine order showing its applicability to said academic administrator must be provided to the Human Resources office.

**Personal Necessity Leave**

An academic administrator, at his/her election, may in cases of personal necessity and/or compelling personal importance, use up to six (6) days of earned, non-accumulative sick leave in any contract year, including any of the following:

- Death of a member of the immediate family when additional leave is required beyond that provided by Board policy.
- Serious illness of a member of the immediate family.
- Accident involving the employee's person or property or the person or property of his/her immediate family, including unavoidable transportation delays.
- Unavoidable family commitments.
- Emergency administration of estate problems relative to the immediate family.
- Observation of a day(s) of religious significance.
- Appearance in court as a litigant, witness, party or under official order other than subpoena or jury duty.
- Other personal emergency or necessity leave as approved in advance, whenever possible, by the Superintendent/President or his/her designee.
- Personal necessity is defined as unavoidable in nature, beyond the employee's immediate control, and not solely for his/her personal convenience. Compelling personal importance is defined as an alternative valid reason for requesting leave of such compelling nature that does not fall under the categories of personal necessity and sick leave.
Immediate family is defined as a mother, mother-in-law, father, father-in-law, grandmother, grandfather, spouse, domestic partner, son, daughter, brother, sister or grandchild; any relative living in the immediate household; and other persons closely related by blood and marriage.

Requests for personal necessity leave shall be made to the immediate supervisor and, upon return to duty; a completed B100 form shall be filed.

**Leave of Absence without Pay**

An academic administrator may request a leave of absence without pay for any purpose for a period not to exceed one year, in up to one semester intervals, subject to restrictions as defined in Board policy.

An academic administrator who has been on authorized leave of absence shall be reinstated to an appropriate position for which he/she is qualified except that an academic administrator who has been on authorized leave of absence for one year or less and whose position was filled by a temporary employee shall be reinstated in the position that he/she held prior to going on leave of absence if the same position exists.

No paid leave of absence shall be construed as a break in continuity of service required for employee classification or district benefits. The time during which the leave of absence is taken shall not be considered as employment.

**Family Leave**

It is the intent of the MiraCosta Community College District to comply with the California Family Rights Act of 1991 (FRA) and Federal Family and Medical Leave Act of 1993 (FMLA). These acts entitle employees to twelve (12) weeks of unpaid leave per year (twelve months) for the following reasons:

a. Because of the birth of a son or daughter of the employee and in order to care for such son or daughter.

b. Because of the placement of a son or daughter with the employee for adoption or foster care.

c. In order to care for the spouse/domestic partner, or a son, daughter, or parent, of the employee, if such spouse/domestic partner, son, daughter, or parent has a serious health condition, as verified by an appropriate medical advisor.

d. Because of a serious health condition, as verified by an appropriate medical advisor that makes the employee unable to perform the functions of the position of such employee.

Provisions related to military related leaves:
e. A covered family member's active duty or call to active duty in the National Guard or Reserves in support of a contingency operation.

f. To care for an injured or ill covered service member.

FMLA leaves may be requested by either the academic administrator or the district when the academic administrator takes a leave of absence for an FMLA qualifying reason. All approved FMLA leaves will run concurrently with any other paid and/or unpaid leave to which the academic administrator may be entitled, e.g., parental; personal necessity; sick leave, accrued and extended; and vacation. The academic administrator shall be notified within five (5) days after FMLA is requested that, if approved, his/her FMLA leave will run concurrently with all other leaves to which he/she may be entitled.

While a benefit eligible academic administrator is on FMLA leave, the district will continue his/her health benefits at the same level and with the same premium co-payments that existed prior to the effective date of the leave. Should the academic administrator fail to return to work after taking FMLA leave for any reason other than: the continuation, recurrence, or onset of a serious health condition or other circumstances beyond the academic administrator's control, reimbursement for premiums paid by the district during the leave may be required.

The FMLA clearly provides that it does not preempt state law to the extent that the state law is more protective of employee rights [FMLA, Section 401(b)]. The Human Resources staff should be consulted to review both acts to determine which one provides the greater benefit to the academic administrator on each leave issue.

Descriptions of the California and Federal Family Leave laws are kept in the Human Resources office.

**Parental Leave**

Parental leave shall be granted for a maximum of twelve (12) months upon written request. Consideration will be given to granting an extension of the leave, if requested, until an appropriate vacancy occurs or until the beginning of the next school semester, should the expiration of the twelve (12) months of parental leave occur during the school year.

**Bereavement Leave**

Every academic administrator is granted three days leave of absence (five (5) days leave of absence if out-of-state travel is required) with full pay when the death of any member of the immediate family occurs. Additional days thereafter may be granted by the Board.

Member of the immediate family is defined as a mother, mother-in-law, father, father-in-law, grandmother, grandfather, spouse, domestic partner, son, daughter, brother, sister, grandchild, or any relative living in the immediate household of the employee, and other
persons closely related by blood or marriage. The Superintendent/President may approve bereavement leave in other circumstances he/she deems to fit the spirit and intent of this policy.

Bereavement leave in excess of the authorized amount may be charged to Personal Necessity Leave.

**Military Leave**

A permanent or probationary academic administrator who is ordered to report for active duty in the United States military forces shall be granted a leave of absence for a period up to one year in accordance with the academic administrator's work assignment. Upon request from the academic administrator, such leave may be extended by the Board for a period not to exceed six months with proof of continued military service.

**Jury Duty**

An academic administrator may be granted a paid leave of absence when called for jury duty. If the absence of an academic administrator would seriously impair the operation of the College, administrator is encouraged to seek a postponement of the jury service. Academic administrators who serve on jury duty while in paid status with the college will continue to receive their regular pay. Academic administrators must submit the jury time card with a B100 absence form to the Payroll Office at the conclusion of jury service.
CHAPTER XI

LONG-TERM LEAVES OF ABSENCE

Eligibility

Long-term leaves of absence (those in excess of thirty (30) calendar days may be granted to academic administrators covered by this manual. Such leaves are discretionary and must be in the best interests of the district as determined by the Board of Trustees. All long-term leaves are taken without salary and benefits.

Application for Benefits

All requests for leave shall be in writing to the Human Resources Director, upon the appropriate form prescribed and provided by the district with all necessary documentation attached, such as physician’s statement of incapacity or prepared study program. Requests shall be submitted to the appropriate supervisor in advance of the intended leave.

Health Leaves (including leave due to maternity)

An academic administrator with insufficient leave or accrued employment time to qualify for sick leave may apply for health leave without pay. All requests for health leave must be accompanied by a physician’s statement of incapacity, and return to duty is dependent upon evidence of recovery and documentation of any restrictions.

Long-Term Military Leave (more than 30 workdays per year)

An academic administrator shall be granted leave for the purpose of serving in the armed forces for an extended period of time in accordance with prevailing Board of Trustees Policy and Administrative Procedure (currently BP 7640) and federal and state law.

Other Leaves

An academic administrator may be granted a long-term leave of absence at the discretion of the Board of Trustees upon recommendation of the Superintendent/President. Requests for such leaves must be made in writing to the Superintendent/President.

Length of Leave

Long-term leaves of absence may be granted for periods up to a year, and may be extended on a year-to-year basis upon recommendation of the Superintendent/President and approval of the Board of Trustees. The total period of leave may not exceed two (2) full years.
Retention of Earned Sick Leave

Academic administrators who are granted long-term leaves of absence shall retain any sick leave which they may have accumulated at the time of the leave, but shall not accumulate any additional sick leave or vacation rights during the leave period.

Return from Long-Term Leave

At the expiration of a leave of absence, an academic administrator shall be returned to the position formerly held, or to a position of equal classification level and of similar requirements of ability and skill; or, the academic administrator may request a position in a lower classification.
CHAPTER XII

INDUSTRIAL ACCIDENT AND ILLNESS LEAVE

Industrial accident and illness leave is provided by the district for the purpose of augmenting temporary disability payments during absences due to on-the-job injury or illness (as defined by state code). Detailed information regarding industrial accident and illness leave is available from the Human Resources office.

Such leaves shall be for a maximum of sixty (60) working days in any one (1) fiscal year for the same accident. In the event that the sixty (60) days will overlap into the next fiscal year, the academic administrator shall be entitled to only those days remaining at the end of the fiscal year in which the accident or illness occurred.

Such leave shall not be cumulative from year-to-year. During all paid leaves of absence required as a result of industrial accident or illness, whether industrial accident leave, vacation, sick leave, or other paid leave, the academic administrator shall endorse to the district his/her wage loss benefit checks received under the district’s Workers’ Compensation policy. The district, in turn, shall issue the academic administrator appropriate warrants for full payment of salary and shall make normal payroll deductions.

An academic administrator receiving industrial accident leave shall remain within California unless the Governing Board authorizes travel outside the state.
CHAPTER XIII

VACATION

Eligibility

Vacation days shall be granted to all academic administrators covered by this manual, and in accordance with the provisions contained herein.

Application for Benefits

All requests for vacation shall be in writing in accordance with district policy and using forms provided by the Human Resources office, and shall be submitted to the appropriate immediate supervisor in advance. Academic Administrators shall schedule their vacations with the prior approval of the appropriate immediate supervisor.

Regulations/Definitions

Assignment Years/Entitlement - Academic administrators shall qualify for twenty-five (25) vacation days annually. Vacation days are credited on July 1 of each fiscal year. Vacation days earned are prorated for the number of months (a month is at least fifteen (15) calendar days) a new academic administrator is in paid employment during a fiscal year after July 1.

Vacation Accruals

Academic administrators shall accrue earned vacation at the rate of twenty-five (25) days per year. Vacation hours will be credited to academic administrators monthly at a rate of 16.67 hours (2.084 days) per month totaling twenty-five (25) days per year. An academic administrator will not accrue additional vacation until existing vacation is below 400 hours. Academic administrators starting in a position after July 1 in a given year shall be credited two (2) days per month for the number of months between their start date and June 30 of that fiscal year.

Hours in excess of 400 as of June 30, 2011 will be paid to the academic administrator at their daily rate of pay unless the administrator and his or her supervisor have agreed to a schedule for taking some or all of the outstanding days within the first three months of the subsequent year.

It is the responsibility of the academic administrator to track vacation accruals in consultation with the Payroll department.

When academic administrators are reassigned to non-vacation-accruing positions, whenever possible, vacation time should be taken prior to beginning the new assignment. In the event this is not feasible, vacation time will be paid when the academic administrator leaves the vacation accruing position at the rate earned when the vacation time was accrued.
Upon separation from the district, the academic administrator will be paid for any remaining hours of accrued vacation.

**Winter and Spring Recess**

Vacation days taken during these periods when programs are not in session and during non-district holidays must be deducted from the accrued vacation entitlement.

**Use of Vacation Days in Advance of Accrual**

The Superintendent/President or his/her designee may permit academic administrators to use their vacation entitlement in advance of accrual for specific purposes approved on a case-by-case basis. Should the academic administrator resign, retire, or be reassigned to a position not eligible for vacation prior to fully earning and accruing vacation already taken, excess days will be deducted from his/her final pay warrant in the twelve-month assignment at the academic administrator’s daily rate of pay.

**Vacation Scheduling**

1. Must be at the convenience of the district and approved by the appropriate supervisor.

2. Each supervisor of academic administrators is responsible for ensuring that enough academic administrators with authority to make decisions are on duty at all times.

3. Paid substitutes are not authorized for academic administrators on vacation; the person designated to act in an administrator’s absence shall assume the responsibility.

4. In the event that a vacation is interrupted by illness which is covered by the sick leave provisions herein, sick leave may be substituted for vacation days.

**Exceptions**

Exceptions which will not seriously affect the operation of the district may be authorized by the Superintendent/President or his/her designee.
CHAPTER XIV

HOLIDAYS

Academic administrators shall be entitled to all holidays for which the district is closed as designated by the Board of Trustees through their adoption of the district's Academic Calendar.

Academic administrators shall be represented on any district wide committee(s) established to study and effectively recommend a district academic calendar to the Superintendent/President for consideration and approval by the Board of Trustees.
Chapter XV

ACADEMIC ADMINISTRATOR SABBATICAL LEAVE PROCEDURES

Purpose

The purpose of sabbatical leave is to stimulate the professional growth of the academic administrators by (a) inspiring creativity, (b) increasing enthusiasm, and (c) bringing new developments in the academic administrator's area of responsibility.

This professional growth, which shall benefit the district, the students, and the academic administrator, may be attained through professional study and research and/or through travel.

Requirements

When application is made for study purposes, the academic administrator shall submit an objective or purpose for research and the educational plan to be followed.

When application is made for travel, the academic administrator shall submit a written program for approval, such program indicating specific values to be derived for the district and the academic administrator from the travel activities pursued.

Before approval of any application for sabbatical leave, there must be assurance of a satisfactory means of covering the academic administrator's assignment during the period of leave.

Eligibility

As a condition precedent to the submission of a request for sabbatical leave, the academic administrator shall meet the following criteria:

a. Shall have rendered at least six (6) consecutive years of service in the MiraCosta Community College District preceding the granting of leave. Not more than one such leave shall be granted in each six (6) year period. (Ed. Code Section 87768).

b. Shall agree to render service to the district equal to twice the period of leave upon return from sabbatical leave. (Ed. Code Section 87770).

c. Shall furnish a suitable bond to the Governing Board upon approval of a sabbatical leave application. (Ed. Code Section 87770).

Compensation

Compensation during sabbatical leave approved by the Board of Trustees for one-half contract year (or less) shall be at full salary compensation.
Sabbatical leave shall count toward retirement (full benefits for one-half year or less leave).

Upon return to regular service, salary shall be that of the step on the schedule the academic administrator would have received had sabbatical leave not been taken. If the academic administrator qualified for a higher classification, proper placement shall be made.

Compensation shall be paid the academic administrator while on leave in the same manner as if the academic administrator were on duty in the district.

**Report on Activities While on Leave**

Each academic administrator who has been on sabbatical leave shall file with the appropriate supervisor a report for transmittal to the Board of Trustees within ninety (90) days of his/her return, one of the following:

- a. For travel, a report showing that the objectives outlined in the original application were accomplished.
- b. For study, a transcript of academic work.
- c. For research, a report on the research project, unless the project was graded, in which case a transcript shall be sufficient.

**Submission of Applications**

Applications shall be submitted to the appropriate supervisor. The deadline for submitting formal applications shall be September 15 of the college year preceding the academic year of the proposed leave.

**Ratio**

The ratio of management staff granted sabbatical leave shall not exceed twenty (20) percent of the academic administrators during any fiscal year.

**Length of Leave**

A sabbatical leave may be granted for periods of one-fourth contract year or for one-half contract year. Such leave must be taken within the time frame of a single contract year.

**Sabbatical Leave Committee**

An academic administrator sabbatical leave committee will be comprised of the members of the Superintendant/President’s Executive Management Team (EMT).

The (EMT) shall review sabbatical leave applications and make the determination whether to recommend or not recommend approval to the Board of Trustees.
The Superintendent/President will make a recommendation to the Board of Trustees on or before the first November Board of Trustees meeting each year. Approval of sabbatical leaves is within the discretion of the Board of Trustees and subject to available funding.
Chapter XVI

ACADEMIC ADMINISTRATOR EXPENSES

It shall be the policy of the district to provide for the payment of the actual and necessary expenses, including traveling expenses which involve the use of a personal vehicle, of academic administrators of the district incurred in the course of performing services for the district, whether within or outside the district in accordance with established district policy.

Attendance at district approved events outside of the district shall be without loss of regular pay, accrued sick leave, or accrued vacation time.

E-mail Enabled Cell Phones

Academic administrators are eligible for cell phone and/or e-mail enabled cell phone reimbursement per Board of Trustees Administrative Procedure 6450 or the prevailing governing board policy and administrative procedure.

Mileage

Mileage shall be paid in accordance with established district policy.
Chapter XVII

ADMINISTRATIVE RETREAT RIGHTS

Legislative Background

Education Code section 87458 provides that a person employed in an administrative position on or after July 1, 1990, that is not part of the classified service, who has not previously acquired tenure status as a faculty member in the district, shall have the right to become a first-year probationary member once his or her administrative assignment is terminated.

An educational administrator (academic administrator) who is hired after June 30, 1990 shall have the right to become a first-year probationary instructor, provided the requirements of this policy are satisfied. This policy does not apply to academic administrators hired before July 1, 1990, whose faculty tenure rights are governed by the Education Code in effect as of June 30, 1990. A tenured employee, when assigned from a faculty position to a position as an educational administrator, shall retain his or her status as a tenured faculty member.

1. Academic administrators hired after June 30, 1990, who did not have faculty tenure in the district at time of hire, shall have the right to become first-year probationary faculty member once their administrative assignments expire or are terminated if all of the following apply:

   a. An individual holds an (academic) administrator position. MiraCosta College Academic Administrators include Deans and Associate Deans.

   b. An academic administrator possesses the minimum qualifications for employment as a faculty member. Documentation of meeting the minimum qualifications (or equivalencies) for any area for which they claim retreat rights is maintained by the Human Resources office. To qualify for reassignment under this provision means the district may, at its discretion, offer such a reassignment to the administrator if a full-time vacant position exists in the area of minimum qualifications.

   c. An academic administrator has completed at least two years of evaluated satisfactory service, including any time previously served as a full-time faculty member, in the district.

   d. Termination of an academic administrator's assignment is for any reason other than dismissal for cause.
2. The termination of academic administrator assignments shall comply with the following procedure:

   a. An assignment of an academic administrator may be terminated because the employee's position is eliminated as part of an administrative reorganization or a reduction in force. If another administrative position of similar rank and responsibilities is open for which the academic administrator has the minimum qualifications, the academic administrator may, at the district's discretion, be assigned to that position.

   b. An academic administrator may be reassigned as a faculty member only in disciplines in which an academic administrator possesses at least the minimum qualifications (or equivalency) established by the State Board of Governors in accordance with Education Code section 87356. These minimum qualifications shall be considered faculty service areas (FSAs) for academic administrators. Initial FSAs must be assigned by the Human Resources office in consultation with the academic administrator and academic senate at the time of hire. Faculty Service Areas (FSAs) are established for academic administrators using the State Chancellor's Office list of approved Taxonomy of Program (TOP) codes currently included in MiraCosta College's curriculum inventory.

   c. Academic administrators may submit a request for additional FSAs by following this annual timetable:

      (1) By December 1, academic administrators will submit requests for revised FSAs to the Human Resources Office for review and submission to the Board of Trustees for approval. Recommendations for revised FSAs will be accompanied by supporting documentation that includes proof of meeting minimum qualifications for all FSAs being requested and/or meeting equivalency for FSAs being requested. The Human Resources Office will work with individual administrators to ensure a complete, thorough and accurate review of requests for revised FSAs.

      (2) By December 31, the Human Resources Office will notify academic administrators of the results of the review of their requests for revised FSAs.

      (3) By January 31, the Board of Trustees will have received and acted upon the FSA revisions for academic administrators.

      (4) By February 15, Human Resources will notify each academic administrator of their current FSAs that become part of their permanent personnel file.
The complete and current list of Faculty Service Areas for academic administrators will be maintained by the Human Resources office.

d. Actual approval of such minimum qualifications shall be subject to renewal and approval through the established district process. Failure to obtain approval of a discipline to which an administrator has claimed retreat rights shall result in non-reassignment. The date of hire as a faculty member will commence at the beginning of the semester in which teaching responsibilities are assumed. Review of performance and granting of tenure shall follow District policy for evaluation and tenure of faculty.
CHAPTER XVIII

EARLY RETIREMENT

If and when the Board of Trustees provides opportunities for academic administrators to participate in an early retirement program, information will be made available by the Human Resources office in a timely manner.
CHAPTER XIX

GRIEVANCE PROCEDURES

Purpose

The purpose of this procedure is to secure, at the lowest possible administrative level, solutions to work-related complaints and/or problems. All parties affirm that these procedures shall be kept as informal and as confidential as may be appropriate at each step of this procedure.

Definition

A grievance is a verbal or written allegation by any academic administrator alleging that a policy or procedure has been violated.

Other matters for which a specific method of review is provided by law, such as but not limited to OSHA, EEOC, or DFEH are not within the scope of this procedure.

A "day" is a day in which the administrative offices of the district are open for business and one which employees are required to work.

The "immediate supervisor" is the lowest level management or supervisory position having immediate jurisdiction over the academic administrator.

Procedures

Step I - Informal

Every effort should be made to resolve any grievance before filing a written complaint with the academic administrator's immediate supervisor.

Step II - Formal

1. Within fifteen (15) days after the grievant is aware of the occurrence of the act or omission giving rise to the grievance, the academic administrator must present his/her grievance in writing to the immediate supervisor.

   This shall be a clear, concise statement of the grievance, the circumstances involved, and the specific solution suggested.

   The supervisor shall communicate, in writing, a decision to the academic administrator within ten (10) days after receiving the written grievance.

   Within the above time limits, either party may request a personal conference with the other party.

   In the event the academic administrator is not satisfied with the decision of the immediate supervisor, the academic administrator may appeal the decision, in
writing, to the Superintendent/President within five (5) days. This statement should include a copy of the original grievance, the decision rendered, and a clear, concise statement of the reason for the appeal. The Superintendent/President or designee shall meet with the grievant and issue a final written decision within fifteen (15) days after receiving the appeal.
CHAPTER XX
PERSONNEL RECORDS

Personal Information

It is the responsibility of academic administrators to keep the district advised of personal information that affects benefits and employment status, such as:

- Change of address
- Change of name
- Change of marital status
- Birth of new family members

Inspection of Personnel File

Materials in personnel files of academic administrators are to be made available for inspection upon request during normal business hours. Such material is not to include ratings, reports, or records which, (1) were obtained prior to the employment of the person involved; (2) were prepared by identifiable screening committee members, or (3) were obtained in connection with an application process for another position with the district.

Information outside normal personnel operations shall not be entered or filed unless and until the academic administrator is given ten (10) days notice and an opportunity to review and comment thereon. An academic administrator shall have the right to enter, and have attached to any such statement, his/her own comments thereon provided that such comments are received by the Human Resources office within ten (10) days of the notice. (Education Code 87031).
CHAPTER XXI
CONFLICT OF INTEREST

All academic administrators should avoid any conflict between their personal interests and the interests of the district. District officers/employees are required to be alert to situations where a conflict of interest may occur in relation to their duties with the district.

Academic administrators are responsible for being aware of and following district board policy and administrative procedure related to conflict of interest.

All academic administrators are subject to restrictions of their outside activities/enterprises/employment where a conflict of interest would occur.

Academic administrators shall not engage in any outside employment, activity or enterprise which is inconsistent, incompatible, or in conflict with his/her duties with the district. Academic administrators shall not perform any work, service, or counsel for compensation outside of his/her district responsibilities where any part of his/her efforts will be subject to approval by any other officer, employee, and committee of the district, or of the Board. No academic administrator shall participate in or attempt to influence any decision in which they have a personal financial interest.
CHAPTER XXII

SECONDARY EMPLOYMENT

Academic administrators are expected not to engage in any outside employment which may interfere with assigned responsibilities, jeopardize the district or its assets, or require personal attention or work that may alter physical or mental effectiveness.
CHAPTER XXIII

ACADEMIC ADMINISTRATORS TEACHING

Academic Administrators considering teaching assignments within the district should make certain that the acceptance of such an assignment does not interfere in any way with the performance of their regular duties. Acceptance of such teaching assignments should be made in consultation with the immediate supervisor. As such the official teaching assignment is made by the Vice President, Instructional Services or the Vice President, Student Services as appropriate.

Academic administrators may be allowed to teach or perform counseling or library duties for the equivalent of no greater than five (5) Lecture Hour Equivalents (LHE) per semester with a maximum of ten (10) LHE an academic calendar year (Fall and Spring semesters plus Summer session). The actual course, counseling assignment, or hours of library duties and the days and times of the assignments shall be by mutual agreement of the affected academic administrator and the department chair or director and subject to final approval by the Vice President of Instructional Services or the Vice President of Student Services. Hours of teaching, counseling, or library duties are in addition to hours of service in an academic administrator capacity and must be scheduled outside of the academic administrator’s assigned work hours.

Compensation shall be at the full time NONCONTRACTUAL FACULTY SALARY SCHEDULE PER LHE – CLASSROOM or COUNSELORS AND LIBRARIANS NONCONTRACTUAL SALARY SCHEDULE PER LHE as appropriate for the LHE assigned to the course, counseling or library assignment. The maximum step placement for the compensation shall be Step 10. Step and column placement on the schedule(s) shall be determined as follows:

1) Academic administrators hired prior to July 1, 2010 shall be placed on the noncontractual faculty salary schedule per LHE – classroom or counselors and librarians noncontractual salary schedule per LHE as appropriate to assignment at one step greater than the step they were on the faculty salary schedule for the 2009-2010 fiscal year. Column V or DOC shall be assigned depending on whether the administrator has an earned master’s or doctorate degree.

2) Academic administrators hired after July 1, 2010 shall be placed on the noncontractual faculty schedule per LHE – classroom or counselors and librarians noncontractual salary schedule per LHE as appropriate to assignment at a step commensurate with education and experience as determined by human resource evaluation at the time of hire as an academic administrator. Column V or DOC shall be assigned depending on whether administrator has an earned master’s or doctorate degree.
3) Academic administrators shall move one step in the schedule for every two (2) semesters of teaching, however for hourly compensation purposes the maximum step placement will be Step 10.
CHAPTER XXIV

SEXUAL HARASSMENT

The district has in place a sexual harassment policy which each academic administrator must be familiar and comply. Any violations of the policy should be immediately reported to the Human Resources Director.
CHAPTER XXVI

EMERGENCIES AND NATURAL DISASTERS

Academic administrators are required to familiarize themselves with information related to emergencies and natural disasters and to comply with all district policies, rules and regulations that relate to such events.
CHAPTER XXVII

ACKNOWLEDGEMENT OF RECEIPT OF ACADEMIC ADMINISTRATORS MANUAL

I acknowledge that I have received a copy of the Academic Administrator’s Manual. I will familiarize myself with the information contained in the Manual and understand that I am governed by its contents. I understand that this manual and the provisions thereof are not and do not imply an employment contract or any other type of contract.

This Manual is published by the district for general guidance and may be updated or modified at anytime by the district in consultation with the Association. Specific questions or concerns regarding any of the information contained herein should be referred to the Human Resources office or any officer of the MCCCDAAA.

Name (please print)

_________________________

Signature

_________________________

Date
APPENDICES

MiraCosta Community College District
Academic Administrators Association
Manual
APPENDIX A

MIRACOSTA COMMUNITY COLLEGE DISTRICT

SALARY SCHEDULE FOR

ACADEMIC ADMINISTRATORS

2010-2013

All academic administrators shall operate under the following salary schedule the fiscal year July 1, 2010, through June 30, 2013, commencing July 1, 2010.

<table>
<thead>
<tr>
<th>Dean Non Doctorate</th>
<th>Doctorate</th>
<th>Associate Dean Non Doc</th>
<th>Doctorate</th>
</tr>
</thead>
<tbody>
<tr>
<td>140,305</td>
<td>142,305</td>
<td>120,305</td>
<td>122,305</td>
</tr>
<tr>
<td>144,093</td>
<td>146,093</td>
<td>124,093</td>
<td>126,093</td>
</tr>
<tr>
<td>147,984</td>
<td>149,984</td>
<td>127,984</td>
<td>129,984</td>
</tr>
<tr>
<td>151,979</td>
<td>153,979</td>
<td>131,979</td>
<td>133,979</td>
</tr>
<tr>
<td>156,083</td>
<td>158,083</td>
<td>136,083</td>
<td>138,083</td>
</tr>
<tr>
<td>160,297</td>
<td>162,297</td>
<td>140,297</td>
<td>142,297</td>
</tr>
<tr>
<td>164,625</td>
<td>166,625</td>
<td>144,625</td>
<td>146,625</td>
</tr>
<tr>
<td>169,070</td>
<td>171,070</td>
<td>149,070</td>
<td>151,070</td>
</tr>
<tr>
<td>173,635</td>
<td>175,635</td>
<td>153,635</td>
<td>155,635</td>
</tr>
<tr>
<td>178,323</td>
<td>180,323</td>
<td>158,323</td>
<td>160,323</td>
</tr>
<tr>
<td>183,138</td>
<td>185,138</td>
<td>two year</td>
<td></td>
</tr>
<tr>
<td>188,082</td>
<td>190,082</td>
<td>two year</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>163,138</td>
<td>165,138</td>
</tr>
<tr>
<td></td>
<td></td>
<td>168,082</td>
<td>170,082</td>
</tr>
</tbody>
</table>

GOVERNING BOARD APPROVED ______________

EFFECTIVE:
**Academic Administrator Salary Schedule** (Continued)

Anniversary Date: July 1 shall be the anniversary date for all academic administrators. Any academic administrator who has spent at least sixty percent (60%) of a year within one step will be eligible for advancement to the next step.

Current full-time district academic administrators who have completed a normal work year in a position or combination of positions within the district will receive the scheduled step increase in the position currently held on July 1.

The district reserves the right to increase the salaries of those academic administrators covered by this salary schedule during the current school year or any subsequent school year in which the salary schedule may be in effect. This salary schedule will remain in effect until amended or repealed by the Board of Trustees.

For 2011-2012, the district will maintain the district contribution for health and welfare benefits.

For 2011-2012, the district will maintain the existing long-term disability policy for all academic administrators.

For 2011-2012, the district will pay the contributions for health and welfare benefits in effect and on the same basis as active employees for eligible retired academic administrators. Eligibility for retiree benefits is that an administrator must have reached age fifty-five (55) by June 30 of the fiscal year in which his/her retirement is effective and have been employed in a regular health and welfare benefit eligible position a minimum equivalent to ten (10) fiscal or school years (dependent upon his/her assignment with the district). Eligible retirees may continue on district health and welfare plans from the age of retirement to age sixty-five (65).

Active employees age 65 or older who have completed a minimum of ten (10) years of service in a benefited position with the district as of June 30 in the year in which he/she retires, will be eligible for the district paid supplemental health plan to receive an amount each year equivalent to the average cost for a Medicare supplement for the retiree and his/her spouse/domestic partner until the retiree turns age seventy-five (75) or dies, whichever comes first. Early retirees covered under the active employee health benefit plan who reach age sixty-five (65) will also be eligible for the district paid supplemental health benefit until the retiree turns age seventy-five (75) or dies, whichever comes first.
APPENDIX B

EVALUATION INSTRUMENTS

MIRACOSTA COMMUNITY COLLEGE DISTRICT
Administrator – Self Evaluation

Administrator

Position

Please rate your own performance using the following rating scale. A rating of N/A indicates that you have no opinion, no knowledge, or that the item is not applicable. Written comments are welcome and encouraged.

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Very good</td>
<td>Satisfactory</td>
<td>Needs Improvement</td>
<td>Poor</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

Rating LEADERSHIP

_____ 1. I practice effective planning and organizing skills.

_____ 2. I practice effective budgeting skills.

_____ 3. I demonstrate the ability to facilitate conflict resolutions.

_____ 4. I help create a climate of support for innovation, new approaches and new ideas.

_____ 5. I keep abreast of the current issues, methods, policies, and practices related to the assignment.

_____ 6. I anticipate problems and facilitate the development of solutions to those problems.

_____ 7. I participate in activities that promote professional growth and development.

_____ 8. I demonstrate the ability to arrive at sound decisions based on available data.

_____ 9. I produce work products of high quality.
10. I use sound management principles resulting in consistent, non-capricious decisions.

11. I make positive contributions to collegial governance.

12. I demonstrate the ability to motivate faculty, staff and colleagues.

**Rating**

HUMAN RELATIONS

13. I demonstrate effective team-building skills.

14. I am accessible to others.

15. I demonstrate the ability to develop the organizational and professional skills of staff.

16. I recognize staff accomplishments effectively.

17. I demonstrate the ability to work cooperatively and harmoniously with faculty, staff and administration.

18. I demonstrate a commitment to the diversity of faculty, staff and students.

19. I establish a service orientation to those who are directly affected by the office.

**Rating**

COMMUNICATION

20. I encourage open communication.

21. I demonstrate effective listening skills.

22. I provide clear direction, expectations and feedback to staff and colleagues as projects/activities progress.

23. I demonstrate effective verbal and written communication skills.

24. I develop effective timelines, meet deadlines, and prepare accurate reports and records appropriate to the operation of the unit. I assist staff, as appropriate, to do the same.

**Rating**

PERSONAL QUALITIES

25. I demonstrate good judgment and common sense in dealing with non-routine or unanticipated situations.
26. I demonstrate stability in mentally and emotionally stressful situations.

27. I demonstrate effective time-management and priority-setting skills.

*Rating*  
PERSONAL QUALITIES continued

28. I demonstrate an appropriate balance between the operational responsibilities and the innovative responsibilities of the current assignment.

Additional comments:
MiraCosta Community College District
Survey for Administrator Evaluation

Administrator: ________________________________

Survey Due: _______

Position: ________________________________

Comments: ____________________.

Thank you for your participation.

<table>
<thead>
<tr>
<th>LEADERSHIP</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Satisfactory</th>
<th>Needs Improvement</th>
<th>Poor</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practices effective planning and organizing skills.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practices effective budgeting skills.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates the ability to facilitate conflict resolution.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helps create a climate of support for innovation, new approaches and new ideas.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keeps abreast of the current issues, methods, policies and practices related to the assignment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anticipates problems/facilitates development of solutions to those problems.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participates in activities that promote professional growth and development.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates the ability to arrive at sound decisions based on available data.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produces work products of high quality.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uses sound management principles resulting in consistent, non-capricious decisions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Makes positive contributions to collegial governance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HUMAN RELATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates the ability to motivate faculty, staff and colleagues.</td>
</tr>
<tr>
<td>Demonstrates effective team-building skills.</td>
</tr>
<tr>
<td>Is accessible to others.</td>
</tr>
<tr>
<td>Demonstrates the ability to develop the organizational and professional skills of staff.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>16. Recognizes staff accomplishments effectively.</td>
</tr>
<tr>
<td>17. Demonstrates the ability to work cooperatively and harmoniously with faculty, staff and administration.</td>
</tr>
<tr>
<td>18. Demonstrates a commitment to the diversity of faculty, staff and students.</td>
</tr>
<tr>
<td>19. Establishes a service orientation to those who are directly affected by the office.</td>
</tr>
</tbody>
</table>

**COMMUNICATION**

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20. Encourages open communication.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Demonstrates effective listening skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. Provides clear direction, expectations and feedback to staff and colleagues as projects/activities progress.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. Demonstrates effective verbal and written communications skills.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. Develops effective timelines, meets deadlines, and prepares accurate reports and records appropriate to the operation of the unit. Assists staff, as appropriate, to do the same.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PERSONAL QUALITIES**

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>25. Demonstrates good judgment and common sense in dealing with non-routine and unanticipated situations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. Demonstrates effective time-management and priority-setting skills.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. Demonstrates an appropriate balance between the operational responsibilities and the innovative responsibilities of current assignment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Employment status of respondent (optional):**

- [ ] Classified  - [ ] Faculty  - [ ] Administration

**Comments:**

________________________________________________________________________

________________________________________________________________________
MiraCosta Community College District
Administrator Evaluation Form

Administrator

Supervisor

Rating Key: 5 – Excellent  4 – Very Good  3 – Satisfactory  2 – Needs Improvement  1 – Poor

<table>
<thead>
<tr>
<th>Section</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Relations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Qualities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Rating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: The overall rating is not necessarily an average or composite of the five subsections. The comments should include commendations and recommendations with specific suggestions. Attach extra pages as needed.

☐ I have seen this report and agree with the conclusions of the supervisor.
☐ I do not agree with the conclusions of the supervisor (administrator may attach a statement to the evaluation form).

Administrator’s Signature

Date

Supervisor’s Signature

Date

Superintendent’s Signature

Date

49