This manual is written in fulfillment of AP2510
Collegial Governance and Participation in Local Decision Making.
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MIRACOSTA COMMUNITY COLLEGE DISTRICT GOVERNANCE MANUAL

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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. 

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](http://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](http://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.
Governance Councils

Academic Senate (AS)

Mission Statement: It shall be the purpose of the Academic Senate to represent the faculty of MCCCD 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

[Image of the flowchart]

- Governance Issues
- Internal Governance Processes and Handbooks
- Administrative Procedures
- Board of Trustees
- Program Review Validation
- CABINET
- Superintendent/President
- Proposal
- LAC
- ASG
- AS
- Governance Councils
- CAC
- SSC
- BPC
- IEC
- HPRC
- Steering Council
- Unrouted Governance Issues
- Already Routed 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](http://www.miracosta.edu/officeofthepresident/index.html)

Advisory to the Business and Administrative Services Division

Website: [http://www.miracosta.edu/administrative/index.html](http://www.miracosta.edu/administrative/index.html)

Advisory to the Instructional Services Division

Website: [http://www.miracosta.edu/instruction/index.html](http://www.miracosta.edu/instruction/index.html)

Advisory to the Student Services Division

Website: [http://www.miracosta.edu/studentservices/index.html](http://www.miracosta.edu/studentservices/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.