CHAPTER: Administration/Organization

Superintendent/President Annual Performance Assessment

A. Purpose

Employee evaluation has as its primary purpose the improvement of performance. Hence, for maximum benefit to both the individual and the District, it should be conducted in a positive manner. Evaluation of the Superintendent/President should be an on-going process that uses both formal and informal methods. The process and criteria used should be understood by and mutually acceptable to the Board and to the Superintendent/President.

B. Objectives

1. Assess how well the Superintendent/President is fulfilling his/her leadership and management responsibilities.

2. Evaluate accomplishments related to job description and annual goals and objectives.

3. Determine specific improvement goals and objectives for the Superintendent/President.

4. Give the Superintendent/President support and guidance through constructive information on past performance.

5. Foster effective communication between the Board and Superintendent/President.

C. Rating System

1. Exceeds Expectations

2. Meets Expectations

3. Needs Improvement

4. Unable to Evaluate

D. Annual Performance Assessment

Each trustee completes the evaluation instrument independently and sends the document by a given date to the Executive Assistant to the Superintendent/President to compile the responses.
The compiled Board Evaluation results are reviewed by the full Board prior to discussion of the evaluation with the Superintendent/President. The purpose of this assessment is to assess how well the Superintendent/President is fulfilling his/her leadership and management responsibilities, evaluate accomplishments related to the job description and annual goals and objectives, determine specific improvement goals and objectives for the Superintendent/President, give the Superintendent/President support and guidance through constructive information on past performance, and foster effective communication between the Board and Superintendent/President.

The following criteria are used:

1. **Organizational Strategy**

   Strategically improves the quality of the institution, protects the long-term health of the organization, promotes the success of all students, and sustains the community college mission, based on knowledge of the organization, its environment, and future trends.

   a. Assess, develop, implement, and evaluate strategies regularly to monitor and improve the quality of education and the long-term health of the organization.

   b. Use data-driven evidence and proven practices from internal and external stakeholders to solve problems, make decisions, and plan strategically.

   c. Use a systems perspective to assess and respond to the culture of the organization, to changing demographics, and to the economic, political, and public health needs of students and the community.

   d. Develop a positive environment that supports innovation, teamwork, and successful outcomes.

   e. Develop college personnel and grow fiscal resources and assets.

   f. Align organizational mission, structures, and resources with the college master plan.

2. **Resource Management**

   Equitably and ethically sustains people, processes, and information as well as physical and financial assets to fulfill the mission, vision, and goals of the community college.

   a. Ensure accountability in reporting.

   b. Support operational decisions by managing information resources and ensuring the integrity and integration of reporting systems and databases.

   c. Develop and manage resource assessment, planning, budgeting, acquisition, and allocation processes consistent with the college master plan and local, state, and national policies.

   d. Take an entrepreneurial stance in seeking ethical alternative funding sources.

   e. Implement financial strategies to support programs, services, staff, and facilities.
f. Implement a human relations system that includes recruitment, hiring, reward, and performance management systems that fosters the professional development and advancement of all staff.

g. Employ organizational, time management, planning, and delegation skills.

h. Manage conflict and change in ways that contribute to the long-term viability of the organization.

3. Communication

Uses clear listening, speaking, and writing skills to engage in honest, open dialogue at all levels of the college and its surrounding community, to promote the success of all students, and to sustain the community college mission.

a. Articulate and champion shared mission, vision, and values to internal and external audiences, appropriately matching message to audience.

b. Disseminate and support policies and strategies.

c. Create and maintain open communications regarding resources, priorities, and expectations.

d. Convey ideas and information succinctly, frequently, and inclusively through media and verbal and nonverbal means to the board and other constituencies and stakeholders.

e. Listen actively to understand, comprehend, analyze, engage, and act.

f. Project confidence and respond responsibly and tactfully.

4. Collaboration

Develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of all students, and sustain the community college mission.

a. Embrace and employ the diversity of individuals, as prescribed in Board Policy I.D, along with cultures, values, ideas, and communication styles.

b. Demonstrate cultural competence relative to a global society.

c. Catalyze involvement and commitment of students, faculty, staff, and community members to work for the common good.

d. Build and leverage networks and partnerships to advance the mission, vision, and goals of the community college.

e. Work effectively and diplomatically with unique constituent groups such as legislators, board members, business leaders, accreditation organizations, and others.

f. Manage conflict and change by building and maintaining productive relationships.
g. Develop, enhance, and sustain teamwork and cooperation.

h. Facilitate shared problem-solving and decision-making.

5. Community College Advocacy

*Understands, commits to, and advocates for the mission, vision, and goals of the community college.*

a. Value and promote inclusion, equity, and academic excellence.

b. Demonstrate a passion for and commitment to the mission of community colleges and student success through the scholarship of teaching and learning.

c. Promote equity, open access, teaching, learning, and innovation as primary goals for the college, seeking to understand how these change over time and facilitating discussion with all stakeholders.

d. Advocate the community college mission to all constituents and empower them to do the same.

e. Advance lifelong learning and support a learner-centered and learning-centered environment.

f. Represent the community college in the local community, in the broader educational community, in various levels of government, and as a model of higher education that can be replicated in international settings.

6. Professionalism

*Works ethically to set high standards for self and others, continuously improve self and surroundings, demonstrate accountability to and for the institution, and ensure the long-term viability of the college and community.*

a. Demonstrate transformational leadership through authenticity, creativity, and vision.

b. Understand and endorse the history, philosophy, and culture of the community college.

c. Self-assess performance regularly using feedback, reflection, goal-setting, and evaluation.

d. Support lifelong learning for self and others.

e. Manage stress through self-care, balance, adaptability, flexibility, and humor.

f. Demonstrate the courage to take risks, make difficult decisions, and accept responsibility.

g. Promote and maintain high standards for personal and organizational integrity, honesty, and respect for people.
h. Use influence and power wisely in facilitating the teaching-learning process and the exchange of knowledge.

i. Weigh short-term and long-term goals in decision-making.

j. Contribute to the profession through professional development programs, professional organizational leadership, and research/publication.

7. Open-ended questions to further assist the CEO in understanding individual trustee perceptions of his/her performance.

a. What do you see as the greatest strengths of the Superintendent/President?

b. What do you see as the most positive aspect of your working relationship with the Superintendent/President?

c. What would you like the Superintendent/President to do more of?

d. What would you like the Superintendent/President to do less of?

e. What would you like the Superintendent/President to do differently?

E. Superintendent/President Performance Evaluation Survey

1. Annually a Data Collection Survey will be completed. The Survey is based upon performance of duties outlined in the job description of the Superintendent/President and upon the goals and objectives developed and reviewed annually by the Board of Trustees and the Superintendent/President. The Survey shall include but not be limited to:

a. Leadership Skill and Ability

b. Communication Skills

c. Administrative/Managerial Skills

d. Professional Knowledge and Expertise

2. Participation: The Superintendent/President will be evaluated by:

a. Members of the Board of Trustees

b. Academic Senate Council

c. Classified Senate Council

d. Academic Associate Faculty Officers

e. Associated Students Government

f. Planning and Budgeting Council

g. Leadership Coordinating Council
h. Employees who directly report to the Superintendent/President

i. Foundation board members

j. Others mutually agreed to by the Board of Trustees and the Superintendent/President

3. Processing

a. The Institutional Research Office shall send the Survey to the identified participants with necessary instructions for completing the survey. The survey instrument, responses and tabulation will be done electronically.

b. The Institutional Research Office shall prepare a summary of the Survey results and send all source material and the summary to the Executive Assistant. The Executive Assistant shall send the summary report directly to the Board of Trustees and to the Superintendent/President.

c. The Board of Trustees shall consider the Survey Summary Report along with the Annual Performance Assessment prior to meeting with the Superintendent/President.

d. The Board of Trustees shall consider the completed evaluation before making recommendations regarding the employment contract and/or compensation changes to be effective at a date determined by the Board of Trustees but not less than annually.

4. Activities and Timeline

a. April: The Board of Trustees and the Superintendent/President hold a closed session to review the evaluation process, designate the individuals to participate in the annual Survey, and agree on performance goals.

b. May: The Survey is sent electronically to those designated to participate in the evaluation of the Superintendent/President.

c. May: The Institutional Research Office prepares a summary of the Survey results and sends it to the Executive Assistant along with all source materials.

d. May: Members of the Board of Trustees individually complete the Annual Performance Assessment and send it to the Executive Assistant.

e. June: The Board of Trustees and the Superintendent/President hold a closed session to discuss the evaluations and the Survey Summary Report.

f. September: The Board of Trustees and the Superintendent/President hold a closed session to assess the annual performance goals for possible modification based on changing conditions and to discuss the performance of the Superintendent/President.

g. December: The Board of Trustees and the Superintendent/President hold a closed session to assess the annual performance goals for possible modification based on changing conditions and to discuss the performance of the Superintendent/President.
The duties and responsibilities of academic administrators follow. The relationship of these positions to the total staff is outlined in the District/College organizational charts.

a. Vice President, Business and Administrative Services

Accountable to: Superintendent/President


Responsible for: Fiscal affairs; purchasing and contracts; facilities' maintenance, planning, and construction; risk management.

Major functions:

Through the Budget and Finance Directors, administers the District's accounting and budgeting, cashiering, and other fiscal services.

- Develops and implements budgeting process, allocating resources according to District goals.
- Through the Director of Purchasing and Material Management, administers purchasing contracts, inventory, shipping/receiving, mail, and printing services of the District.
- Develops and recommends business and financial policies.
- Analyzes and reports financial information needed for effective management of the District.
- Develops and recommends revisions to the long-term financial plans for the District.
- Develops and disseminates business and financial procedures implementing board policy.
- Collects, safeguards, and invests district funds. Establishes and applies a system of internal controls to assure compliance with laws, policies, rules, agreements, and generally accepted fiscal practices applicable to the District.
- Through the Director of Fiscal Services, administers auxiliary services and payroll.
- Projects the District's long-term facilities needs; develops and recommends the facilities master plan. Administers the master plan.
- Through the Director of Facilities, administers the District's maintenance and construction programs.
• Works with the Director of Human Resources to insure compliance with federal and state equal employment regulations.
• Maintains familiarization with current provisions of the Education Code dealing with employment and other state regulations.
• Coordinates, with the Director of Human Resources, the hiring processes for academic and support personnel, district-wide.
• Administers the safety, security, and risk management programs of the District.
• Serves as district representative on the San Diego County Schools Joint Power Authority for Insurance and Risk Management. Represents the District in relationships with cities, transportation authorities, and redevelopment agencies.
• Works as duty administrator on a regularly scheduled basis.
• Performs other duties as assigned.

b. Vice President, Instructional Services

Accountable to: Superintendent/President

Personnel accountable for: Deans of Academic Information Services, Arts and Communication, Community Education, Math and Sciences, Vocational Education and Applied Sciences; support staff.

Responsible for: Maintaining the highest possible level of instruction and support to ensure student success; administering curriculum (credit, non-credit, and not-for-credit); supervising facilities use District-wide; promoting the economic development of North County through education and training; assuring compliance with state and federal regulations; overseeing academic/administrative computing; directing the development of catalog/schedule; encouraging transfer/articulation.

Major functions:

• Provides leadership in hiring, re-employing, and evaluating faculty within framework equal employment opportunity and Title 9.
• Supervises Educational Master Plan and program review.
• Coordinates articulation between MiraCosta and K-12 districts/transfer institutions.
• Supervises and administers budget, monitoring payroll of academic and classified staff.
• Recommends expansion, modification, and utilization of instructional facilities.
• Institutes and interprets instructional policies assuring compliance.
• Assesses student and community curricular needs.
• Assembles and maintains Master Course File and other state reports.
• Administers the activities of the Academic Policies and Procedures Committee and Department Chairs Committee.
• Maintains an up-to-date file of all course descriptions and course outlines.
• Manages data collection and analysis.
• Administers development of college-wide calendar.
• Encourages coordinated and interdisciplinary studies.
• Insures high quality of college schedules, catalogs, handbooks, and other instructional publications.
• Provides for opportunities to win grants and develops resources.
• Oversees international education offerings.
• Promotes and facilitates a program of organizational development for academic and classified personnel in the division.
• Develops, with deans and chairs, strategies for introducing new methods of instruction.
• Participates in appropriate professional/community organizations.
• Interfaces with the Vice President, Student Services, and the Vice President, Business and Administrative Services, to articulate instructional priorities.
• Prepares annual reports required by state and federal agencies; responds to surveys from a variety of sources dealing with professional and institutional issues, and collects statistics for several purposes as needed.
• Works as duty administrator on a regularly scheduled basis.
• Performs other duties as assigned by the Superintendent/President.

c. Vice President, Student Services

Accountable to: Superintendent/President

Personnel accountable for: Dean, Admissions, Assessment and Student Aid; Dean, Counseling and Special Services; Director of Athletics; Director of Campus Police and Safety; Director of Retention Services.

Responsible for: Administering and supervising all Student Services, activities, and programs; organizing and implementing effective relations with District high schools and with other colleges and universities; planning and implementing a staff development program for Student Services staff; assisting in preparation of Student Services budget and approval of Student Services budget requests.

Major functions:

• Administers district policies on student rights and responsibilities and due process.
• Coordinates and supervises academic awards and honors for all students.
• Promotes and assists Student Services' programs for the following student groups as required: (1) minority students; (2) disadvantaged students; (3) international students.
• Supervises, through the division deans, the following Student Services functions: Campus Police, Counseling, Disabled Student Programs and Services, Health Services, Financial Aid, Veterans Services, Extended Opportunities Programs and Services, Tutoring and Early Alert, School Relations and Minority Outreach, Student Activities and Student Government, Testing Services, Admissions and Records, and Intercollegiate Athletics.
• Supervises the College's matriculation efforts in cooperation with the Vice President, Instructional Services.
• Plans and implements a program of staff development which will insure that all Student Services staff will maintain currency in their fields of responsibility.
• Coordinates staff development with district programs.
• Holds membership in and actively participates in appropriate professional organizations.
• Works as duty administrator on a regularly scheduled basis.
• Performs other duties as assigned by the Superintendent/President.
d. Dean, Academic Information Services

Accountable to: Vice President, Instructional Services

Personnel accountable for: Librarians and library staff; Administrative Systems staff; Technical Services Coordinator and technical service staff; Instructional Computing Coordinator and instructional computing support staff; Open Learning Group Coordinator and open learning staff; Computer Information Science Program faculty and staff; and, other support staff.

Responsible for: Administration of the learning resources programs, including its library and media components; academic and administrative computing, including academic computing labs; the library science and instructional multi-media technology curriculum.

Major functions:

• Provides leadership to faculty and staff in the operations of information technology and learning resources programs, services, and facilities.
• Participates in the development and implementation of an information strategic plan, including technology resources and services, to be integrated with the Academic Master Plan.
• Supports and coordinates the instructional activities and responsibilities of librarians and Learning Resources staff.
• Works with the Instructional Computing Coordinator and the teaching faculty to provide open, accessible, student-centered labs.
• Coordinates with Information Technology in the operation of administrative and academic computer functions, network systems, and PC support, to assure effective assimilation of diverse information technologies and their applications (e.g., networks, electronic data interchange, imaging systems, voice response systems, telecommunications, and desktop computing).
• Develops and promotes with instructional departments technologically mediated programs, including distance learning.
• Promotes and assists the expanded use of and training in information technology for teaching, learning and services at the college.
• Develops, implements, and enhances Media Services applications of new technology to support teaching and learning.
• Provides leadership for the Instructional Multi-media and Technology Certificate Program.
• Coordinates the purchase, maintenance, and repair of information services equipment.
• Maintains a thorough understanding and awareness of current trends in the areas of computer software and hardware, networking, licensing, legal and ethical requirements in the field.
• Demonstrates a clear and consistent commitment to student success by promoting quality instruction for all students and re-designing processes as necessary to better serve learners.
• Promotes a climate of trust and open communication among faculty, staff, students, and administrators.
• Fosters positive change and innovation.
• Encourages informed participation, consensual decision-making, and accountability for achieving institutional effectiveness.
• Makes informed decisions which are fair, accurate, and consistent.
• Builds teams across a variety of disciplines encouraging cooperation and shared ownership of initiatives.
• Displays a broad knowledge of needs for education and training by district residents.
• Keeps abreast of and shares information on instructional techniques, learning theory, and organizational development.
• Knows technical and legal information implementing federal and state regulations.
• Assures regular review and revision of courses of study, implementing state/federal regulations, course classifications, methods of instruction, Taxonomy of Programs (TOPS) Codes, and other required information.
• Coordinates with Human Resources and department chairs in recruitment, screening, interviewing, and hiring of full- and part-time instructors within the framework of equal opportunity guidelines and commitment to diversity.
• Coordinates and supervises departmental budgets in consultation with department chairs; monitors payroll.
• Helps insure an evaluation process for full- and part-time faculty which achieves classroom excellence.
• Serves as department chair in the absence of elected chair.
• Develops with department chairs successful schedules for students.
• Approves with department chairs the teaching assignments, curriculum development, and office hours of faculty.
• Monitors class sizes and cancellations, approving and implementing schedule changes.
• Assists in program review and educational master plan.
•Facilitates curriculum development and revision responsive to transfer and occupational expectations.
• Raises revenues through preparation of grant applications and as appropriate entrepreneurial activities.
• Prepares annual reports required by state and federal agencies; responds to surveys from a variety of sources dealing with professional and institutional issues.
• Serves on and/or chairs various committees as assigned by the Vice President, Instructional Services; attends Board, Academic Policies and Procedures Committee, and department chairs’ meetings, plus other meetings as assigned.
• Helps solve problems involving staff, students, and public on such issues as enrollment, registration, complaints, personnel, and professional difficulties.
• Holds membership and participates in appropriate professional/community organizations to keep programs current with regional needs.
• Maintains liaison with secondary schools to facilitate and promote enrollment.
• Maintains liaison with community organizations to keep program current with community needs.
• Interacts with North County Higher Education Alliance counterparts to facilitate and promote transfer.
• Works as duty administrator on a regularly scheduled basis.
• Performs other duties as assigned by the Vice President, Instructional Services.
e. Dean, Admissions, Assessment and Student Aid

Accountable to: Vice President, Student Services

Personnel accountable for: Staff members in the following functional areas: Financial Aid, EOPS, Testing, Admissions and Records/Veterans, School Relations/Minority Outreach, and the Institute for International Perspectives.

Responsible for: Administration of Admissions efforts, Testing Services, Student Aid programs and School Relations; work in close cooperation with outreach and matriculation planning and execution.

Major functions:

• Administers policies and procedures related to areas of responsibility.
• Supervises staff members and evaluates their performance.
• Reviews priorities and procedures for timeliness and recommends incorporation of new practices and procedures or termination of outdated practices and procedures.
• Serves on or chairs committees as assigned by Vice President, Student Services.
• Acts as an intradivision and interdivision liaison where appropriate.
• Acts as a problem solver when students, prospective students, or staff have complaints or concerns about services.
• Interviews and recommends for hire classified and certificated personnel within the area of responsibility.
• Assists in division long- and short-range planning efforts.
• Coordinates division efforts relative to catalog and course schedule preparation and revision.
• Supervises the preparation, production, and distribution of promotional materials for area of responsibility.
• Prepares a plan for the training of each new subordinate staff person in cooperation with the Vice President, Student Services.
• Coordinates and supervises budgets and monitors payroll for area of responsibility.
• Plans and carries out systematic evaluation of services by students and other clientele.
• Coordinates regular reviews of all programs for which responsible.
• Arranges regular staff meetings with managers and occasional meetings with all subordinates.
• Prepares a monthly and annual report for areas of responsibility.
• Holds membership and participates in appropriate professional organizations.
• Maintains familiarity with rules and regulations regarding administration of Financial Aid, Veterans, EOPS, matriculation, testing, Admissions and Records, and International Student programs.
• Assists outreach efforts by arranging to provide services to area high schools as appropriate.
• Works as duty administrator on a regularly scheduled basis.
• Coordinates Student Services Division technology planning and implementation efforts.
• Performs other duties as assigned by the Vice President, Student Services.
f. Dean, Arts and Letters

Accountable to: Vice President, Instructional Services

Personnel accountable for: Department chairs, Institute for International Perspectives Coordinator, Special Services Coordinator.

Responsible for: Administration of credit instructional programs with responsibilities for specific functions, working cooperatively with the administrators of the deans' roundtable, forum of faculty, and department chairs.

Major functions:

- Supervises selected credit instructional programs in the District; reviews and evaluates their effectiveness; advises on instruction, planning, and curricular development and implementation of additional programs.
- Leads for the division organizational development.
- Oversees and promotes paid/unpaid work experience/service learning in the division maintaining lists of employers contacted.
- Takes responsibility for coordinating secondary outreach in North County.
- Demonstrates a clear and consistent commitment to student success by promoting quality instruction for all students and re-designing processes as necessary to better serve learners.
- Promotes a climate of trust and open communication among faculty, staff, students, and administrators.
- Fosters positive change and innovation.
- Encourages informed participation, consensual decision-making, and accountability for achieving institutional effectiveness.
- Makes informed decisions which are fair, accurate, and consistent.
- Builds teams across a variety of disciplines encouraging cooperation and shared ownership of initiatives.
- Displays a broad knowledge of needs for education and training by district residents.
- Keeps abreast of and shares information on instructional techniques, learning theory, and organizational development.
- Knows technical and legal information implementing federal and state regulations.
- Assures regular review and revision of courses of study, implementing state/federal regulations, course classifications, methods of instruction, Taxonomy of Programs (TOPS) Codes, and other required information.
- Coordinates with Human Resources and department chairs in recruitment, screening, interviewing, and hiring of full- and part-time instructors within the framework of equal opportunity guidelines and commitment to diversity.
- Coordinates and supervises departmental budgets in consultation with department chairs; monitors payroll.
- Helps insure an evaluation process for full- and part-time faculty which achieves classroom excellence.
- Serves as department chair in the absence of elected chair.
- Develops with department chairs successful schedules for students.
• Approves with department chairs the teaching assignments, curriculum development, and office hours of faculty.
• Monitors class sizes and cancellations, approving and implementing schedule changes.
• Assists in program review and educational master plan.
• Facilitates curriculum development and revision responsive to transfer and occupational expectations.
• Raises revenues through preparation of grant applications and as appropriate entrepreneurial activities.
• Prepares annual reports required by state and federal agencies; responds to surveys from a variety of sources dealing with professional and institutional issues.
• Serves on and/or chairs various committees as assigned by the Vice President, Instructional Services; attends Board, Academic Policies and Procedures Committee, and department chairs’ meetings, plus other meetings as assigned.
• Helps solve problems involving staff, students, and public on such issues as enrollment, registration, complaints, personnel, and professional difficulties.
• Holds membership and participates in appropriate professional/community organizations to keep programs current with regional needs.
• Maintains liaison with secondary schools to facilitate and promote enrollment.
• Maintains liaison with community organizations to keep program current with community needs.
• Interacts with North County Higher Education Alliance counterparts to facilitate and promote transfer.
• Works as duty administrator on a regularly scheduled basis.
• Performs other duties as assigned by the Vice President, Instructional Services.

g. Dean, Community Education

Accountable to: Vice President, Instructional Services

Personnel accountable for: Director, Business and Community and support staff; noncredit faculty, Coordinator, and support staff, GAIN and JTPA personnel, student services, business, and other instructional support staff.

Responsible for: Administration of Adult Learning Complex, supervision of the site (building and equipment). Community Education (1) Noncredit: Adult Basic Education, Adult High School, GED, Citizenship, English as a Second Language, parent education, health and safety, developmentally and physically handicapped, short-term vocational, consumer/homemaker education, older adults; (2) Business and services to business: fee-supported classes and workshops, recreational activities and excursions.

Major functions:

• Supervises the operation of Adult Learning Complex.
• Supervises JTPA and other grant-funded programs.
• Acts as liaison with other divisions; maintains communication and coordination with Oceanside and San Elijo campuses.
• Supervises noncredit and fee-based instructional programs in the District; reviews and evaluates their effectiveness; advises on planning and curricular development.
• Coordinates and approves teaching assignments.
• Participates in screening, hiring, orienting, and evaluating noncredit faculty and classified personnel, speakers, and presenters.
• Supervises writing and revision of noncredit faculty handbook.
• Assures an evaluation process for full- and part-time faculty which achieves classroom excellence.
• Supervises production (reviews, edits, proofreads) materials for noncredit schedule, calendar, brochures, and flyers.
• Coordinates support services, i.e., registration, fee collection, book sales, ticket sales, refunds, security, custodial services, etc. with Student Services and Business and Administrative Services.
• Meets regularly with officials of Oceanside and Carlsbad high schools as partners in providing adult education.
• Cooperates with public and private agencies in North County to plan training services.
• Demonstrates a clear and consistent commitment to student success by promoting quality instruction for all students and re-designing processes as necessary to better serve learners.
• Promotes a climate of trust and open communication among faculty, staff, students, and administrators.
• Fosters positive change and innovation.
• Encourages informed participation, consensual decision-making, and accountability for achieving institutional effectiveness.
• Makes informed decisions which are fair, accurate, and consistent.
• Builds teams across a variety of disciplines encouraging cooperation and shared ownership of initiatives.
• Displays a broad knowledge of needs for education and training by district residents.
• Keeps abreast of and shares information on instructional techniques, learning theory, and organizational development.
• Knows technical and legal information implementing federal and state regulations.
• Knows technical and legal information implementing federal and state regulations.
• Assures regular review and revision of courses of study, implementing state/federal regulations, course classifications, methods of instruction, Taxonomy of Programs (TOPS Codes, and other required information.
• Coordinates with Human Resources in recruitment, screening, interviewing, and hiring of full- and part time instructors within the framework of equal opportunity guidelines and commitment to diversity.
• Coordinates and supervises departmental budgets in consultation with program coordinators; monitors payroll.
• Helps insure an evaluation process for full- and part-time faculty which achieves classroom excellence.
• Approves with coordinators teaching assignments and curriculum development.
• Monitors class sizes and cancellations, approving and implementing schedule changes.
• Assists in program review and educational master plan.
• Facilitates curriculum development and revision responsive to transition to credit and other educational and occupational expectations.
• Raises revenues through preparation of grant applications and as appropriate, entrepreneurial activities.
• Prepares annual reports required by state and federal agencies; responds to surveys from a variety of sources dealing with professional and institutional issues.
• Facilitates curriculum development and revision responsive to transition to credit and other educational and occupational expectations.
• Serves on and/or chairs various committees as assigned by the Vice President, Instructional Services; attends Board and department chairs’ meetings, plus other meetings as assigned.
• Helps solve problems involving staff, students, and public on such issues as enrollment, registration, complaints, personnel, and professional difficulties.
• Holds membership and participates in appropriate professional/community organizations to keep programs current with regional needs.
• Maintains liaison with secondary schools to facilitate and promote enrollment.
• Maintains liaison with community organizations to keep program current with community needs.
• Works as duty administrator on a regularly scheduled basis.
• Performs other duties as assigned by the Vice President, Instructional Services.

h. Dean, Math and Sciences

Accountable to: Vice President, Instructional Services

Personnel accountable for: Department chairs, Coordinator of Institute for International Perspectives, faculty secretaries, and other support staff.

Responsible for: Administration of selected credit instructional programs of the District with additional responsibilities for specific functions working cooperatively with the faculty forum, the deans’ roundtable, and department chairs.

Major functions:

• Supervises selected credit instructional programs in the District; reviews and evaluates their effectiveness; advises on instruction, planning, and curricular development and implementation of additional programs.
• Revises part-time credit faculty handbook.
• Coordinates professional growth and evaluation (PG&E) process for all credit instructors.
• Supervises academic faculty’s support services.
• Demonstrates a clear and consistent commitment to student success by promoting quality instruction for all students and re-designing processes as necessary to better serve learners.
• Promotes a climate of trust and open communication among faculty, staff, students, and administrators.
• Fosters positive change and innovation.
• Encourages informed participation, consensual decision-making, and accountability for achieving institutional effectiveness.
• Makes informed decisions which are fair, accurate, and consistent.
• Builds teams across a variety of disciplines encouraging cooperation and shared ownership of initiatives.
• Displays a broad knowledge of needs for education and training by district residents.
- Keeps abreast of and shares information on instructional techniques, learning theory, and organizational development.
- Knows technical and legal information implementing federal and state regulations.
- Assures regular review and revision of courses of study, implementing state/federal regulations, course classifications, methods of instruction, Taxonomy of Programs (TOPS) Codes, and other required information.
- Coordinates with Human Resources and department chairs in recruitment, screening, interviewing, and hiring of full- and part-time instructors within the framework of equal opportunity guidelines and commitment to diversity.
- Coordinates and supervises departmental budgets in consultation with department chairs; monitors payroll.
- Helps insure an evaluation process for full- and part-time faculty which achieves classroom excellence.
- Serves as department chair in the absence of elected chair.
- Develops with department chairs successful schedules for students.
- Approves with department chairs the teaching assignments, curriculum development, and office hours of faculty.
- Monitors class sizes and cancellations, approving and implementing schedule changes.
- Assists in program review and educational master plan.
- Facilitates curriculum development and revision responsive to transfer and occupational expectations.
- Supervises the adoption and approval of textbooks.
- Raises revenues through preparation of grant applications and as appropriate entrepreneurial activities.
- Prepares annual reports required by state and federal agencies; responds to surveys from a variety of sources dealing with professional and institutional issues.
- Serves on and/or chairs various committees as assigned by the Vice President, Instructional Services; attends Board, Academic Policies and Procedures Committee, and department chairs’ meetings, plus other meetings as assigned.
- Helps solve problems involving staff, students, and public on such issues as enrollment, registration, complaints, personnel, and professional difficulties.
- Holds membership and participates in appropriate professional/community organizations to keep programs current with regional needs.
- Maintains liaison with secondary schools to facilitate and promote enrollment.
- Maintains liaison with community organizations to keep program current with community needs.
- Interacts with North County Higher Education Alliance counterparts to facilitate and promote transfer.
- Works as duty administrator on a regularly scheduled basis.
- Performs other duties as assigned by the Vice President, Instructional Services.

i. Dean, Counseling and Special Services/Athletic Director

Accountable to: Vice President, Student Services

Personnel accountable for: Staff members in the following functional areas: Counseling, Health Services, Disabled Student Services, Student Activities/Student Government, Articulation, Transfer, Tutoring, and Athletics.
Responsible for: Administration of counseling and counseling-related services; working in close cooperation with outreach and matriculation planning and execution.

Major functions:

- Administers policies and procedures related to areas of responsibility.
- Supervises staff members and evaluates their performance.
- Reviews priorities and procedures for timeliness and recommends incorporation of practices and procedures or termination of outdated practices and procedures.
- Serves on or chairs committees as assigned by Vice President, Student Services.
- Acts as an intradivision and interdivision liaison where appropriate.
- Acts as a problem solver when students, prospective students, or staff have complaints or concerns about services.
- Interviews and recommends for hire classified and certificated personnel within the area of responsibility.
- Assists in division short- and long-range planning efforts.
- Coordinates division efforts relative to catalog and course schedule preparation and revision.
- Supervises the preparation, production, and distribution of promotional materials for area of responsibility.
- Prepares a plan for the training of each new subordinate staff person in cooperation with the Vice President, Student Services.
- Coordinates and supervises budgets and monitors payroll for area of responsibility.
- Plans and carries out systematic evaluation of services by students and other clientele.
- Coordinates regular reviews of all programs for which responsible.
- Arranges regular staff meetings with managers and occasional meetings with all subordinates.
- Prepares a monthly and annual report for areas of responsibility.
- Holds membership and participates in appropriate professional organizations.
- Maintains familiarity with rules and regulations regarding administration of Disabled Student programs and services and Health Services program.
- Assists outreach efforts by arranging to provide services to area high schools as appropriate.
- Works as duty administrator on a regularly scheduled basis.
- Performs other duties as assigned by the Vice President, Student Services.

j. Dean, Career and Technical Education

Accountable to: Vice President, Instructional Services

Personnel accountable for: Department chairs, lead instructors, adjunct faculty without departments, and support staff.

Responsible for: Working cooperatively with administrators of the dean's roundtable, faculty forum, and department chairs to lead credit instructional programs; assuming responsibilities for specific functions; also directing staff job training projects and economic development activities.
Major functions:

- Supervises selected credit instructional programs in the District; reviews and evaluates their effectiveness; advises on instruction, planning, and curricular development; implements new programs.
- Develops advisory committees as mandated by state/federal guidelines.
- Coordinates college gender equity activities using vocational funds.
- Coordinates and directs activities under Chancellor's Office initiatives for economic development.
- Demonstrates a clear and consistent commitment to student success by promoting quality instruction for all students and re-designing processes as necessary to better serve learners.
- Promotes a climate of trust and open communication among faculty, staff, students, and administrators.
- Fosters positive change and innovation.
- Encourages informed participation, consensual decision-making, and accountability for achieving institutional effectiveness.
- Makes informed decisions which are fair, accurate, and consistent.
- Builds teams across a variety of disciplines encouraging cooperation and shared ownership of initiatives.
- Displays a broad knowledge of needs for education and training by district residents.
- Keeps abreast of and shares information on instructional techniques, learning theory, and organizational development.
- Knows technical and legal information implementing federal and state regulations.
- Assures regular review and revision of courses of study, implementing state/federal regulations, course classifications, methods of instruction, Taxonomy of Programs (TOPS) Codes, and other required information.
- Coordinates with Human Resources and department chairs in recruitment, screening, interviewing, and hiring of full- and part-time instructors within the framework of equal opportunity guidelines and commitment to diversity.
- Coordinates and supervises departmental budgets in consultation with department chairs; monitors payroll.
- Helps insure an evaluation process for full- and part-time faculty which achieves classroom excellence.
- Serves as department chair in the absence of elected chair.
- Develops with department chairs successful schedules for students.
- Approves with department chairs the teaching assignments, curriculum development, and office hours of faculty.
- Monitors class sizes and cancellations, approving and implementing schedule changes.
- Assists in program review and educational master plan.
- Facilitates curriculum development and revision responsive to transfer and occupational expectations.
- Raises revenues through preparation of grant applications and as appropriate entrepreneurial activities.
- Prepares annual reports required by state and federal agencies; responds to surveys from a variety of sources dealing with professional and institutional issues.
Serves on and/or chairs various committees as assigned by the Vice President, Instructional Services; attends Board, Academic Policies and Procedures Committee, and department chairs’ meetings, plus other meetings as assigned.

Helps solve problems involving staff, students, and public on such issues as enrollment, registration, complaints, personnel, and professional difficulties.

Holds membership and participates in appropriate professional/community organizations to keep programs current with regional needs.

Maintains liaison with secondary schools to facilitate and promote enrollment.

Maintains liaison with community organizations to keep program current with community needs.

Interacts with North County Higher Education Alliance counterparts to facilitate and promote transfer.

Works as duty administrator on a regularly scheduled basis.

Performs other duties as assigned by the Vice President, Instructional Services.
CHAPTER: Administration/Organization

Table of Organization

MiraCosta College Organizational Chart

Superintendent/President’s Office

Instructional Services Division

Student Services Division

San Elijo Campus Organizational Chart

Effective Date: 1/21/92

Adoption History: Revised 7/16/96, 5/19/97, 5/1/00, 2/1/04, 8/30/07

MiraCosta Community College District
a. Purpose

Human resources are the most essential element in the effective operation of the College, and the organizational structure should permit the most effective and efficient use of these resources. From time to time, it may become necessary or desirable to implement a reorganization in a department of the College.

b. Definitions

Reorganization is defined as the addition or elimination of one or more positions, or other modification of the duties of a staff member involving a significant change in responsibilities impacting more than 25 percent of his/her work hours on a continuing basis.

c. Guidelines

Reasons for reorganization may include but are not limited to any one or a combination of the following: the necessity to reduce budgets in a department; a reduction or increase in a department’s work load; a change in priorities for a department; attrition in staff which provides an opportunity to restructure an area for greater efficiency or cost effectiveness in the use of personnel.

d. Procedures

A proposal will be thoroughly evaluated at the department or section level before recommendation through a vice president to the Superintendent/President. As part of this evaluation, all staff members whose duties would change or who would be significantly impacted by the reorganization will be briefed regarding the proposal by the appropriate vice president or immediate supervisor. These employees will be invited to ask questions and to make comments/suggestions regarding the proposed reorganization. After taking these questions/comments/suggestions into consideration, the vice president will finalize a recommendation to the Superintendent/President. The Superintendent/President will approve or disapprove the proposal, making any modifications he/she deems appropriate.

He/she will take a recommendation to the Board of Trustees in those cases where board action is necessary.

These guidelines do not supersede any of the District’s personnel policies or procedures.

Effective Date: 1/21/92
Adoption History: Updated/Reformatted 1/92
MiraCosta Community College District
A. Antifraud District Standing Committee

The Antifraud District Standing Committee shall be responsible for monitoring and evaluating the effectiveness of all District antifraud and internal control measures, hearing and taking appropriate action on reports of unethical, illegal and/or other inappropriate and/or ineffective business practice(s).

The permanent members of the Antifraud District Standing Committee shall be: Vice President, Business and Administrative Services, Executive Director of Development and College Foundation, Directors of Risk Management/ADA Coordinator, Purchasing and Material Management, Admissions and Records/Registrar, Facilities, Fiscal Services and Campus Police and Dean, AIS. The Student, Classified and Academic Senate Presidents shall appoint one employee from their respective groups to serve for a two-year term.

The Director, Risk Management/ADA Coordinator shall chair the Antifraud Committee, and in this capacity shall report to the Superintendent/President.

B. Awards and Scholarships Committee

The Awards and Scholarships Committee is composed of seven faculty members representing vocational and non-vocational areas as appointed by the Academic Senate President; an administrator; the Financial Aid Officer; and an Admissions and Records Specialist as appointed by the Vice President, Student Services. It is chaired by the Vice President, Student Services. The committee will meet on call to select recipients of various awards, and scholarships available to students. Terms of office for the members shall be two years. There shall be no limit on the number of consecutive terms a member may serve.

C. Career Incentive Committee

The Career Incentive Evaluation Committee is composed of three full-time permanent members of the classified staff (one of whom must be at the supervisory level) appointed by the Classified Senate President; and the Director of Human Resources, chair.

The Career Incentive Program is an award program through which classified employees can be compensated for voluntarily enhancing their value to the District. Approval or disapproval of proposed career incentive plans and verification of completion of the program is the responsibility of the Committee.

The Committee will meet in early January, early May, and early July, and at other times as necessary.
D. Commencement Committee

The Commencement Committee is composed of the Coordinator of Student Services/Activities, chair; a representative of Student Services appointed by the Vice President, Student Services; an instructional administrator; two members of the faculty, one in a vocational area and one in a non-vocational area as appointed by the Academic Senate President; Associate Dean, SEC; the Associate Student Government President and a student appointed by the Associated Student Government President. The Director, Admissions and Records/Registrar, Media Services Technical Specialist, and Supervisor, Facilities will be resource members. This committee develops the format and theme for the commencement exercises. It meets on call.

Terms of office for the voting members shall be two years, and there shall be no limit on the number of consecutive terms a member may serve.

E. Committee on Exceptions

Formed to act upon unusual registration, admission, probation, and suspension requests, the committee is composed of the Dean, Counseling and Special Services, chair; Academic Senate Vice President; an instructional administrator; two teaching faculty members appointed by the Academic Senate President; one counselor; and the Registrar. All student requests for exceptions must be presented in writing to the Dean, Counseling and Special Services. Terms of office for the appointed members shall be two years. There shall be no limit on the number of consecutive terms a member may serve. The chair of this committee shall present, annually, a summary of activities to the Academic Senate Council.

F. Equal Employment Opportunity (EEO) Committee

The Equal Employment Opportunity (EEO) Committee is composed of two members of the faculty appointed by the Academic Senate President; two members of the classified staff appointed by the President of the Classified Senate; two students recommended by the student government association; two community representatives appointed by the Superintendent/President; and one member of the administration appointed by the Superintendent/President. The committee will be convened initially each year and chaired by the Equal Employment Officer. Terms of office for the voting members shall be for two years.

The responsibilities of the committee are to assist the District to achieve understanding and support of equal opportunity policies and programs and to ensure the hiring process is conducted according to federal and state regulations.

The committee’s responsibilities relating to Title IX are to develop policies and procedures as well as implement activities that monitor the institution’s compliance with the rules and regulations of Title IX of the Education Amendments of 1972. These state that no person on the basis of sex shall be “excluded from participation in, denied the benefits of, or be subjected to discrimination under any education program or activity.” The committee also will be responsible to develop policy and procedures and to implement activities that help maintain a workplace free from harassment and discrimination. The committee meets at least quarterly and on an as-needed basis at the request of the Board of Trustees, Superintendent/President, or Equal Employment Officer.

G. Financial Aid Committee

The committee is composed of the Dean, Admissions, Assessment and Student Aid Programs, chair; Faculty Director, EOPS; two members of the faculty appointed by the Academic Senate President; and a member of the classified staff appointed by the Classified Senate President. The Director, Financial Aid/Scholarships will be a resource member, non-voting.

The committee will review, upon request, any appeal by a student pertaining to the decision made by the Director, Financial Aid/Scholarships regarding an award.
The committee may also, upon request, act as an advisory committee to the Office of Financial Aid. In this event, it will seek other advisory input from interested persons from the staff or community. Terms of office for the voting members shall be two years. There shall be no limit on the number of consecutive terms that a member may serve.

H. Fringe Benefits Committee

The Fringe Benefits Committee shall advise the Superintendent/President on health and welfare benefits to be provided to eligible employees and retired employees from district funds or by payroll deduction. Meetings shall be called by the chairperson, at least annually, as necessary to conduct a complete review of the health and welfare benefits.

Membership of the committee shall include two faculty members appointed by the President of the Academic Senate; two classified employees appointed by the President of the Classified Senate; one administrator and one classified administrator as appointed by the Superintendent/President; and the Benefits Coordinator who chairs the committee. Terms of office for appointed members shall be for two years. There shall be no limit on the number of consecutive terms that a member may serve.

Subcommittee recommendations and advisory votes within the represented groups shall be submitted to the committee through the groups’ representatives. Recommendations of the committee shall be by majority vote of the Fringe Benefits Committee. These recommendations are advisory to the Superintendent/President, who will consider them with budget and other considerations in making a final recommendation to the Board.

I. Governmental Affairs Committee

The Governmental Affairs Committee shall be an ad hoc committee that will meet as needed during the academic year to monitor pending legislation that might affect the College; to plan activities to strengthen relations between the College and elected and other governmental officials; and to undertake legislative action projects on behalf of MiraCosta College.

When needed, the Governmental Affairs Committee shall include two faculty members appointed by the Academic Senate President; two classified employees appointed by the Classified Senate President; two students; one administrator; and one or two community representatives invited by the Superintendent/President. The chair will be appointed by the Superintendent/President, who also serves as a resource member.

J. Health and Safety Committee

The Health and Safety Committee shall advise the Vice President, Business and Administrative Services, of the safety and emergency services requirements of the District. Meetings of the committee shall be called by the chair at least once each year or more often as needed to review the accident and injury reports for the previous period.

Safety hazard reports shall be reviewed, including the corrective action taken. Actions of the committee shall be recorded in its minutes and shall contain the recommendations of the committee on safety procedures, emergency procedures, and correction of unsafe conditions. The committee shall be responsible for the development and continuous review of a safety and emergency procedures manual.

The committee will be chaired by the Director, Risk Management/ADA Coordinator. Members shall include, but need not be limited to, the Dean, Career and Technical Education; the Coordinator, Health Services; representatives of the Art, Automotive Technology, Science, and Theatre departments, and a representative of Disabled Student Services; the Director of Facilities; the Director, Campus Police, and the San Elijo Facilities Supervisor. The Vice President, Business and Administrative Services, will serve as a resource member. The chairperson may invite other key personnel and students to serve on the committee.
K. International Education Committee

The International Education Committee is composed of four faculty members appointed by the Academic Senate President; one member from Instructional Services, one member from Student Services (preferably Admissions and Records), and one member from Business and Administrative Services, all appointed by the division vice presidents; and the Coordinator, Institute for International Perspectives. The Vice President, Instructional Services, chairs the committee. The committee is charged with fostering opportunities for international education and overseeing the maintenance of quality and variety in the offerings. Members will meet on call to receive proposals from staff and to recommend support for those which evidence the best organization, the most cost effectiveness, and greatest amount of faculty involvement.

L. Investment Oversight Committee

The Superintendent/President, or designee, will chair a standing district committee that will oversee the investments of the district. The committee, which is comprised of the Vice President of Business & Administrative Services, one faculty, one classified staff, and the Superintendent/President, or designee, is authorized to, by consensus, recommend the investment strategies of the district subject to legislation and the stated Board investment objectives. The recommendation shall be approved by the Board.

The Superintendent/President, or designee, and the oversight committee will consider these objectives when investing district monies.

M. Matriculation Committee

The Matriculation Committee is composed of the President of the Academic Senate; the Faculty Director, Disabled Student Programs and Services; representatives of the Letters and Mathematics departments; the Faculty Director, Extended Opportunity Programs and Services; the Director, Admissions and Records/Registrar; Faculty Director, Retention Services; the chair of the Counseling Department; the Dean, Academic Information Services; the Faculty Director, Articulation/Transfer; the Director, Institutional Research; a student senator; and the vice presidents of Instruction and Student Services, who serve as co-chairs. Resource members include the Dean, Admissions, Assessment, and Student Aid; the Dean, Counseling and Special Student Services; and the Budget Director. Terms of office for the representatives of the Mathematics and Letters departments shall be two years. All other members of the committee will serve on a continuing basis with the exception of the Student Senator and Academic Senate President whose terms shall coincide with their terms of office.

The responsibilities of the committee include assisting the District to carry out the guidelines for matriculation promulgated by the Board of Governors, recommending to the Planning/Budgeting Council an allocation of categorical funds in support of matriculation, and determining local policies to carry out a comprehensive matriculation program.

The Matriculation Committee meets monthly during the academic year and on an as-needed basis during the summer.

N. Planning/Budgeting Council (PBC)

The Planning/Budgeting Council serves as an advisory and recommending body to the College Superintendent/President, with its primary purpose to facilitate and coordinate the College’s planning and budget development processes. The council is chaired by the Superintendent/President and includes as members the three vice presidents; the President and Past President of the Academic Senate, or designee; a faculty member-at-large appointed for a two-year term by the Academic Senate Council; the President and Past President of the Classified Senate or designee; a Classified member-at-large appointed for a two-year term by the Classified Senate President; two deans (one from Student Services and one from Instructional Services appointed for a two-year term by the joint deans (the two deans will share attendance at the meetings and have one vote). One representative appointed for a two-year term by the classified administrators
group; and the President of the Student Senate or designee. Resource members are the SEC Provost; Dean, Community Education; Dean, Academic Information Systems; Director, Budget; Director, Facilities; Director, Human Resources; Director, Institutional Research; Director, Purchasing and Material Management; and Strategic Planning Coordinator.

The council will meet on Wednesday afternoons, twice monthly during the academic year and monthly during the summer, and may invite individuals to make presentations on topics being considered by the council.

PBC Subcommittees

- **Facilities Planning Advisory Committee (FPAC)**

The Facilities Planning Advisory Committee, a subcommittee of PBC, is composed of two faculty members appointed by the Academic Senate President, two classified members appointed by the Classified Senate President, one Oceanside and one San Elijo Campus students appointed by the Associated Students President, one Instructional Services Division appointee, the Director, Facilities; the Director, Purchasing and Material Management; one Academic Information Services appointee; one Student Services Division appointee; San Elijo Campus Provost or designee; Dean, Community Education or designee; one scheduler; and resource members: Director, Institutional Research, Director, Risk Management, Strategic Planning Coordinator, and Academic Master Plan Committee Chair or designee. Professional support are added resource as needed (architects, engineers, planners, consultants). The Vice President, Business and Administrative Services chairs the committee.

Primary responsibilities of FPAC include: Receiving, reviewing, recommending facilities remodeling and new construction requests; reviewing draft five-year plans and initial project proposals for submission to the Chancellor’s Office; recommending funding priorities to PBC through the enhancement process for small projects (under $250K); reviewing architectural concepts and designs for compatibility with the overall campus architectural theme; reviewing and revising updates of the facilities master plan for PBC’s adoption.

- **Strategic Planning for Information Technology (SPIT)**

The Strategic Planning for Information Technology (SPIT), a subcommittee of PBC, is composed of the Vice President, Business and Administrative Services; one Division head or appointee, Student Services; one Division head or appointee, Instructional Services; one Classified Administrators representative, Director, Purchasing; PBC appointee; two faculty members appointed by the Academic Senate President; TAP appointee; two classified members appointed by the Classified Senate President; one student appointed by the Student Senate President, Associated Student Government; and resource members: Coordinator, Instructional Computing; Coordinator, Open Learning; Coordinator, Technical Services, and Access Specialist. The Dean, Academic Information System chairs the committee.

Primary responsibilities of SPIT include: Plan for and maintain MiraCosta College to be at the forefront of creative and innovative uses of information technology and telecommunications in providing instruction and services to students, faculty, and staff; ensure effective and efficient use of technology; plan for, establish, and implement a systematic procedure for replacing district technology on a regular replacement cycle; plan for and establish policies and procedures to maximize the utilization of computer labs and equipment purchased for district-wide use; prioritize and recommend to PBC expenditures for info-tech that affect the institute as a whole; provide the technical support needed to assist grant writers and other individuals seeking outside funding; encourage cooperative planning and sharing of resources among administrative and
academic computing providers and users; plan for, establish and implement an accountability and progress tracking system for the Technology Master Plan.

- **Total Cost of Ownership Committee (TCOC)**

  The Total Cost of Ownership Committee, a subcommittee of PBC, is composed of the Coordinator, Strategic Planning; Dean, Academic Information Services; Vice President, Business and Administrative Services; Vice President, Student Services or designee; Director, Facilities; Director, Purchasing; Director, Budget; Director, Human Resources; Instructional Dean representative; the Academic Senate President or designee; and the Classified Senate President or designee. The committee may invite resource persons on an as-needed basis.

  The primary responsibility of the TCOC is to recommend, monitor, and revise when necessary the process by which a proposal for a new program, service, facility, or classified position is funded on a permanent basis. As the name implies, Total Cost of Ownership includes all associated costs. Each year the TCOC will provide guidance to MiraCosta employees developing TCO funding proposals through various means of consultation, including but not limited to individual appointments to review proposals for accuracy and inclusiveness. The TCOC also recommends computations and allocations of indirect costs associated with funded TCO proposals.

- **Staff Development Committee**

  The Staff Development Committee is composed of the three division heads or designees; the Academic Senate President or designee; the Classified Senate President or designee; a classified employee appointed by the Classified Senate President; an administrator appointed by the Superintendent/President; and the chair of the Professional Development Committee. The Director, Human Resources will chair the committee. The Director, Human Resources and the Superintendent/President will serve as resource members. The chair may appoint an employee to serve as secretary and staff assistant to the committee. One representative from each conference and travel subcommittee (Faculty and Classified) will attend Staff Development Committee meetings as resources.

  The committee chair will administer the staff development budget in consultation with the committee. The committee may appoint or arrange for appointment of subcommittees to plan specific staff development activities.

- **Traffic/Parking Committee**

  This committee shall make recommendations to the administration regarding traffic- and parking-related issues. The committee will meet as needed to develop recommendations regarding the District’s traffic policies and procedures. Actions of the committee shall be recorded in its minutes and shall contain the recommendations of the committee.

  Committee members accept as part of their responsibility a willingness to serve on the Parking Citation Appeals Committee and to attend meetings.

  The committee will be chaired by the Vice President, Student Services. Membership of the committee shall be two faculty members appointed by the President of the Academic Senate; two classified employees appointed by the President of the Classified Senate; and two students appointed by the Associated Student government. The Director, Facilities and the Director, Campus Police shall serve as resource members. The chairperson may invite other key personnel and students to serve on the committee.
CHAPTER: Administration/Organization

Conditions for Continuing Recognition

Following are conditions for continuing recognition of organizations entitled to district support:

- **Student Organizations:** Student clubs continue their status as long as they meet the requirements set by the Associated Students and comply with the policies and regulations of the College.

- **Employee Organizations:** The continuing status of employee organizations is determined by law and policy and the wishes of the employees.

- **Adjunct Organizations:** The adjunct organization must comply with the policies and regulations of the College and must adhere to the purposes stated in its initial application. The organization must advise the Superintendent/President of any substantial changes from its proposed activities as the year progresses, particularly fund-raising activities with liability implications. Annually, the organization must provide a written report to the Superintendent/President for the preceding year and its proposed activities for the forthcoming year. (As in the initial application, the proposed activities may be illustrative and need not specify dates, names, etc.) The report must substantiate the relationship of the past and proposed activities to the original stated purpose of the organization.

If the Superintendent/President is satisfied that the past and proposed activities of the organization are consistent with its original purpose, he will approve the continuation of the organization's status for the forthcoming year. If he believes the purpose of the organization has changed significantly, he may disapprove the continuation of the organization adjunct status or may recommend to the Board that the initially stated purpose be modified and approved.

Annual reports are due on October 1. If the report has not been submitted by October 1, the organization will be notified that its recognition as an adjunct organization will be withdrawn if the report has not been filed within fifteen days. If recognition is withdrawn, any funds remaining in trust will be assigned as provided in the organization's most recent version of the board-approved application. The Superintendent/President will prepare a composite list of approved organizations as authority for continuing the privileges of adjunct status for the forthcoming year.

- **Affiliated Organizations:** These organizations will comply with the policies and regulations of the College as they relate to the benefits of their affiliated status. They will provide an annual report to the Superintendent/President. The report is to describe the past and proposed activities of the group and the names and addresses of its officers. The report need not be separately prepared if an adequate annual report has already been prepared for another purpose. The annual report is due on October 1. In the absence of satisfactory annual reports, the Superintendent/President may recommend to the Board that the organization's affiliated status be withdrawn.
• **Professional Organizations:** No periodic report is required. However, the Superintendent/President or Vice President may require the organization to supply a description of its purpose, activities, or membership. Support of a professional organization may be withdrawn at any time by the Superintendent/President or by the Vice President of the division providing the financial support or service.
Access to information concerning the business of the District is every citizen’s right and will not be restricted except as specified by law.

Personnel/student records among others are specifically protected and generally may not be released except to the individual named in the record. Student records are protected by California and Federal law. (Family Education Records Privacy Act (FERPA) 20 U.S.C § 1232g; 34C.F.R. 99.1 et seq. and Protection of Pupil Rights (PPRA) 20 U.S.C § 1232h(b); Cal. Ed. Code § 49060 et seq. and 5 C.C.R § 430 et seq.). See Board Procedure VIII.E-01.i – Release of Student Records.

All District records are subject to the subpoena process. See E.5 below.

A. Records Not Covered or Exempt From Disclosure under California or Federal Law

The Act presumes that all records of the District are public, unless specifically exempted by law (§ 6254 et seq. & 6274 et seq.).

Records not covered:

1) Employees’ private papers, unless they "relate to the conduct of the public's business [and are] prepared, owned, used, or retained by the agency." (§ 6252(e))
2) Computer software "developed by a state or local agency...including computer mapping systems, computer programs, and computer graphic systems." (§ 6254.9(a),(b))
3) Records not yet in existence: The Act covers only records that already exist; an agency cannot be required to create a record, list or compilation. "Rolling requests" for future-generated records are not permitted.

Records exempt from disclosure:

More than a hundred exemptions exist in California law. The following list is not all-inclusive; it includes the most common exemptions for community college districts:

•Attorney-Client Communications are confidential, even if the District is the client, but the District (not the legal counsel) may waive secrecy. (§§6254(k), 6254.25, 6276.04) Evidence Code § 954.

•Preliminary drafts, notes or interagency or intra-agency memoranda that are not retained by the District may be withheld only if: 1) they are "not retained...in the ordinary course of business" and 2) "the public interest in withholding clearly outweighs the public interest in disclosure."(§6254(a)).
• **Student records** (20 U.S.C § 1232g; Cal. Ed. Code § 49060).
• **Test questions, scoring keys and other examination data** (§ 6254(g)).
• **Library circulation records** (§ 6254(j)).
• **Records relating to Grand Jury testimony.** (§ 6254.9 (a) and (b)).
• **Home addresses and home telephone numbers of employees of the District** (§§6254(f),(u), 6254.1, 6254.3, 6254.4, 6254.16, 6254.21).
• **Records pertaining to pending District litigation** or to claims are exempt, but only until the claim has been finally adjudicated or otherwise settled. (§§ 6254(b), 6254.25).
• **Personnel, medical and similar files** are exempt if disclosure would reveal intimate, private details and would constitute an unwarranted invasion of privacy (§ 6254(c)). Employment and appointment applications are exempt but employee contracts are not. (§6254.8).
• **Campus Police incident reports, rap sheets and arrest records** (Penal Code §§11075, 11105, 11105.1), but information in the "police blotter" must be disclosed unless disclosure would endanger an investigation or the life of an investigator. (§ 6254(f)).
• **Trade secrets** (§§ 6254.7(d) & 6254.2 (f)) Records claimed to contain trade secrets, copyrights, and proprietary processes or financial information, as may be specifically exempted in a limited number of formal bids and Requests for Proposals may not be inspected or copied by members of the public.

**B. Public Records are open to inspection.** The District has 10 days to decide if copies will be provided. In unusual cases (request is voluminous, records are held off-site, or requires consultation with other agencies, etc.), the District may, upon written notice to the requestor, take an additional 14 days to respond. (§6253(c)). The District shall promptly notify the requestor of its determination and the reasons (§ 6253(c)).

The District may request additional information if the records request is not specific enough to identify the requested records. If the District determines to comply with the request, the records will be provided as promptly as is reasonably practicable.

**C. How to Access a Public Record**

The Public Information Office will process all requests for access to District records with the exception of requests for student records. Those requests shall be directed to the Dean of Admissions, Assessment and Student Aid and/or the Registrar. Requests may be initiated in person in Building 1000, by e-mail to bhall@miracosta.edu, by telephone at (760) 795-6613, by fax at (760) 795-6609, or in writing, mailed to the Public Information Office, MiraCosta College, 1 Barnard Drive, Oceanside, CA 92056.

The District must provide assistance by helping to identify records and information relevant to the request and suggesting ways to overcome any practical basis for denying access. (§ 6253.1) In order to respond to a request for public records, the District shall do the following, to the extent reasonable under the circumstances:

1) Assist the member of the public to identify records and information that are responsive to the request or to the purpose of the request, if stated.

2) Describe the information technology and physical location in which the records exist.
3) Provide practical suggestions for overcoming denial of access to the records or information (§ 6253.1).

4) Estimate the date and time when the records will be available for inspection if not easily accessed. Should copies be requested, the District will provide the specific date, time and invoice for fees, as required. (Refer to Section D.)

In responding to all information requests, the District will advise the person submitting the request, the following:
(1) The location, date, and time at which the requested records may be inspected;
(2) The cost of providing copies, if copies of records are requested;
(3) Which of the records requested are not subject to disclosure as public records pursuant to applicable provisions of the Act.

D. Fees for Reproduction of Public Records

The Act requires "payment of fees covering direct costs of duplication, or a statutory fee, if applicable" (§ 6253(b)). The Public Information Office will provide an invoice for charges due along with the copied records. These charges are due and payable upon receipt of the invoice and the copied records.

**Fees:** There is no charge for copies totaling fewer than 10 pages. For 10 or more pages, the copy fee is 30 cents per page for all pages, including the first nine pages. Copied audio tapes are $8 each and copied microfiche are $10 each.

The transfer of gathered electronic records onto CD typically costs $10 each.

If the information requested is available in an electronic format and the requestor desires it in that format, the file(s) can be emailed free of charge.

Information which is not reasonably available from a record that can be duplicated shall be provided to the requestor upon payment of a fee as per above.

E. Departmental Responsibilities for Public Records

1) Public Information Office

The Superintendent/President has assigned the Public Information Office responsibility for coordinating the District’s compliance with the Act. Any employee who receives a request for a copy of a document(s) must forward that request to the Public Information Office. Public Information Office staff will assist the requestor during the inspection. The requestor will be provided with the records and a workspace. The staff member will ensure that no records are removed or altered.

The requestor may arrange for a private copying service to come to the District to photocopy the records after an appointment has been made with the Public Information Office staff. Staff will monitor the copying process to ensure that records are not removed or altered.
2) Departmental custody of public records

The District’s department units retain custody of their own records created as a result of their activities, whether or not they are storing the records. Each department will be responsible for retrieving, gathering and copying the records requested of them by the Public Information Office.

3) District Library

The District library is not considered to be a custodian of records. The library provides reference and circulation services to District staff and the public. Because the library collection is unclassified and available to the public directly, those materials will not require an Act request.

4) District’s Legal Counsel/Subpoenas

The District’s legal counsel is responsible for providing legal guidance in determining which records may be released under the Act. The Public Information Office shall provide the Counsel with those documents that are alleged to be exempt from the Public Records Act. In addition, the Public Information Office will immediately provide the District’s Legal Counsel with all correspondence relating to the justification of exempt or trade secret status.

A lawfully issued subpoena or a court order may be served on a district employee requiring the production of certain records. The exact records to be produced must be specified or included in the affidavit or declaration served with the subpoena.

The Act is not applicable in situations where subpoenas have been issued to the District for document production. Any such subpoenas shall be referred to the District’s Legal Counsel for compliance, unless otherwise directed by that firm.
CHAPTER: Administration/Organization

Press Releases/Publicity/Publications

Contact the Public Information Office (PIO) with the information to be publicized as soon as all information is available, preferably no later than one month before activity or start date of program/course.

Information should include the following: title of the activity (or the course, program, or event); a description of the activity; for whom the activity is intended (e.g., seniors, specific majors, ESL instructors); why the activity is taking place (e.g., to raise funds); date the activity will take place; location of the activity (complete address if the activity will take place off campus); biographical information about activity participants (e.g., instructors, artists, performers, lecturers, panelists) or phone number/email where they can be reached; and a contact number which could be published in the newspaper for community members who want more information about the activity.

If you would like a photo to accompany a release and/or to be used for other publicity purposes, you may provide PIO with the photo; a digital file (jpg) is preferred. If you do not have a photo available, you may arrange for PIO to take a photo.

PIO has an extensive media contact list, and completed press releases and photos are distributed to all contacts deemed appropriate. You may provide PIO with names and addresses of additional specialty magazines, newspapers, or others to whom you want releases sent.
CHAPTER: Administration/Organization

Administrative Relationships between the Oceanside Campus and the San Elijo Campus/Community Learning Center

a. Definition of Terms

- **Chair/Program Administrator/Supervisor**: The person responsible for a program or service. Examples include Dean, Admissions, Assessment, and Student Aid; Dean, Learning Resources; Department Chair; and Director, Facilities.

- **Site Administrator**: The person responsible for implementation of college policy, on site supervision of personnel, and service decisions at the site.

- **Designee**: The person who represents an administrator in collaborative efforts between the sites in program development, policy implementation, and staff direction.

- **Classified Employees**: The people who provide the support services for the college.

- **Faculty**: Includes full-time and associate instructors, and non-classroom faculty.

b. Responsibilities of the Site Administrators and the Program Administrators/Supervisors with Regard to Faculty.

1) Faculty Hiring Policy

The San Elijo Campus/Community Learning Center site administrators and program administrators will follow district hiring policy (See Procedure V.B-01.d).

2) Scheduling

Each site administrator should attend appropriate Department Chairs and Student Services Council meetings and consult with appropriate deans to provide his/her input with regard to scheduling of departmental offerings: courses/number of sections/time of offering, and services, e.g. counseling hours.

3) Supervision

Site administrators have day-to-day responsibility to deal with such matters as compliance with college policy and relationships among staff and students during the time faculty members are assigned to the San Elijo Campus/Community Learning Center. This responsibility does not include program-related policy decisions. Site administrators should notify the program administrator/chair/supervisor of recurring problems, action taken or problems solved when appropriate.
4) Evaluation

Evaluation of faculty assigned to the San Elijo Campus/Community Learning Center will occur in accordance with the process outlined in the Tenure Review Handbook or Professional Growth and Evaluation Handbook as appropriate.

c. Responsibilities of the Site Administrators and the Program Administrators/Supervisors with Regard to Classified Employees

The following matrix shows the primary and secondary responsibilities of program administrators/supervisors and site administrators for the hiring, site assignment, scheduling, supervision, and evaluation of classified employees. Primary responsibility refers to responsibility for initiating action, coordinating activities, and making final decisions after consultation with the program administrator/supervisor or designee. Secondary responsibility involves consultation and providing input regarding such initiation, coordination, and decision-making.

### CLASSIFIED EMPLOYEES

<table>
<thead>
<tr>
<th>Task</th>
<th>Primary Responsibility</th>
<th>Secondary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiation of the Hiring Process</td>
<td>Site Administrator or Designee and Program Administrator/</td>
<td>N/A</td>
</tr>
<tr>
<td>for Approved Positions</td>
<td>Supervisor or Designee</td>
<td></td>
</tr>
<tr>
<td>Final Hiring Decision</td>
<td>Division head after consultation with Site Administrator</td>
<td>Screening Committee</td>
</tr>
<tr>
<td></td>
<td>and Program Administrator/Supervisor</td>
<td></td>
</tr>
<tr>
<td>Site Assignment (Split Assignments</td>
<td>Site Administrator or Designee and Program Administrator/</td>
<td>N/A</td>
</tr>
<tr>
<td>and Transfers)</td>
<td>Supervisor or Designee</td>
<td></td>
</tr>
<tr>
<td>Scheduling</td>
<td>Site Administrator or Designee</td>
<td>Program Administrator/Supervisor or Designee</td>
</tr>
<tr>
<td>Supervision</td>
<td>Site Administrator or Designee</td>
<td>Program Administrator/Supervisor or Designee</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Site Administrator or Designee</td>
<td>Program Administrator/Supervisor or Designee</td>
</tr>
</tbody>
</table>

d. Responsibilities of the Site Administrators and the Program Administrators/Supervisors with regard to planning for personnel and facility additions/changes.

The planning of additions or changes involving personnel, facilities, or equipment at a site should include the Program Administrator/Supervisor and the Site Administrator or designee. The duties and responsibilities of administrators, classified managers, and department chairs follow. The relationship of these positions to the total staff is outlined in the District/College organizational charts.