

# GOVERNANCE MANUAL

Spring 2022 Update

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



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## I. Collegial Governance and Participation in Local Decision Making

MiraCosta Community College District (MCCD) has a long and rich history of collegial governance with broad participation across all constituent groups. The collegial culture at MCCD rests on a partnership in which faculty, staff, administration, and students participate in the decision-making process. 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.

MCCD uses both formal assessment and informal feedback to make improvements. The governance structure is regularly evaluated as a whole, while committees annually review and assess their charge, composition, and meeting schedules. The groups discuss modifications needed and make recommendations for change to College Council, which is ultimately responsible for the effectiveness of the governance function of the college.

There are three basic categories of issues:

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

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

## Governance System Organization

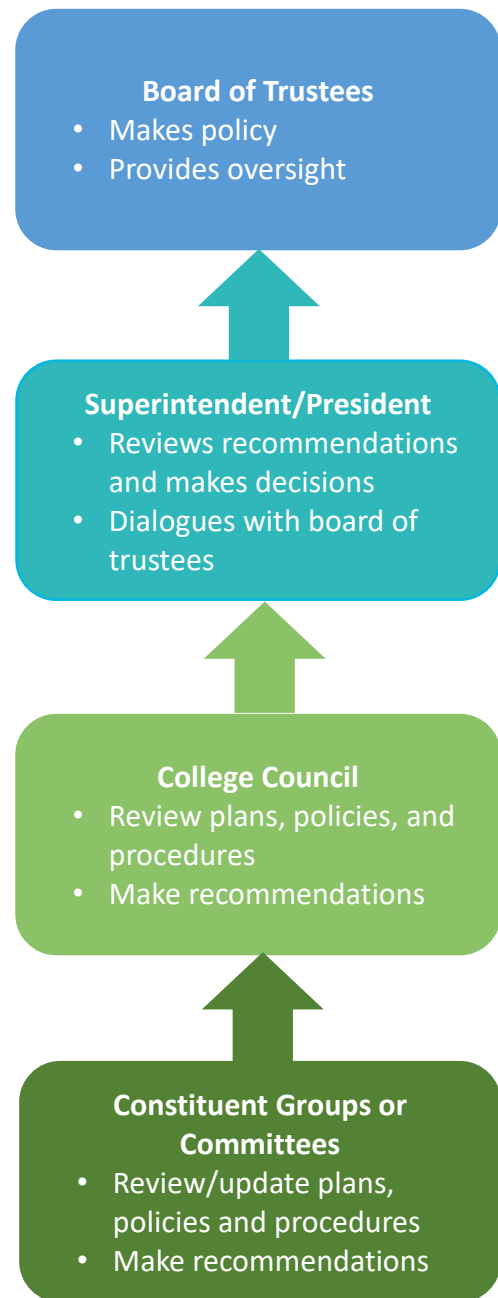
The governance system organization at MCCD reflects the ability to collegially address the three basic types of issues. In developing the governance system organization, the following goals were identified:

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

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

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

To ensure the college is working towards its commitment to equity and to becoming a racially just organization, as policies and procedures are reviewed, the [“Applying an Equity Lens to Policies and Procedures” schematic](#) is used.



## REVISED GROUP DEFINITIONS

<b>College Council:</b> The committee and division leadership that meets regularly to serve in an advisory capacity to the college superintendent/president.
<b>Representative Committees:</b> A single constituency group that meets regularly and makes recommendations on governance issues to the College Council. Example: Academic Senate committee, Classified Senate committee, Administrators committee, Associated Student Government committee.
<b>Districtwide Committee:</b> A multiple constituency group that meets regularly to make recommendations to College Council on policies, procedures, plans, programs, and projects. Example: Budget and Planning Committee, Outcomes Assessment Committee, Institutional Program Review Committee.
<b>Subcommittees:</b> A group that meets either regularly or cyclically to address topics within the scope of the parent committee (either representative or districtwide) and makes recommendations to the same. The makeup of the subcommittee would be defined by the parent committee and may or may not include outside members or resources. Example: Academic Affairs Committee, Courses and Programs Committee, Diversity, Equity and Cultural Competency, MiraCosta Online Educators, facilities subcommittee of BPC, facilities master plan subcommittee of BPC.
<b>Taskforce:</b> A group convened with a specific charge and timeline that is disbanded after the task is complete. Example: Streamlining Governance Taskforce, Mission Taskforce.
<b>Workgroups:</b> A group created to explore options related to a charge that may require an unspecified period of time. Members may change over time based upon evolving needs. Recommendations are made to the parent group, committee, or individual. Example: Guided Pathways Workgroups.
<b>Advisory Group:</b> These operational groups are not part of the governance structure, but participation still counts toward fulfilling institutional service. Example: Student and Success and Equity and Guided Pathways Advisory Group, Campus Advisory Group, Student Conduct and Police Advisory

## II. Decision-Making on Governance Issues

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

### College Council

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

*Responsibilities include:*

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

Facilitated by the superintendent/president.

*Composition:* Sixteen members composed of the superintendent/president, four divisional vice presidents, dean of Research, Planning, and Institutional Effectiveness, Academic Senate president and vice president, Associated Student Government president, Classified Senate Committee president and vice president, and chairs or co-chairs of each of the four districtwide committees.

*Website:* <https://miracosta.edu/governance/college-council/index.html>

### Districtwide Committees

Three districtwide committees address their respective, routed governance issues and forward their recommendation to the identified constituent groups or committees.

## **Budget and Planning Committee (BPC)**

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

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

*Composition:* Sixteen members including seven faculty members (includes co-chair), four administrators (includes co-chair), four classified staff members, and one student, each selected by the appropriate representative committee.

*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:* <https://miracosta.edu/governance/budget-and-planning-committee/index.html>

## **Institutional Program Review Committee (IPRC)**

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

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

*Composition:* Sixteen members composed of seven faculty members (including the co-chair and outcomes assessment coordinator), four administrators (including the co-chair), four classified staff members, and one student, each selected by the appropriate representative committee.

*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:* <https://miracosta.edu/governance/iprc/index.html>

## **Outcomes Assessment Committee (OAC)**

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

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

*Composition:* Nine faculty appointed by the Academic Senate, ideally to include five faculty (one of whom should be an associate faculty) who represent general education: one each who teaches in English, math, natural sciences, art and humanities (excluding English), and social and behavioral sciences (note: if a faculty member from this group takes an absence during the academic year or if a volunteer from each discipline does not step forward, a substitute faculty member may be from a department already represented on the committee.), two faculty members from Career Education, and one faculty member from each of the following: counseling and non-credit. Committee membership also includes four administrators representing all divisions and a variety of employee groups (includes co-chair), four classified staff appointed by the Classified Senate, and one student appointed by the Associated Student Government. The faculty director of Online Education, the articulation officer, and the dean of Research, Planning, and Institutional Effectiveness will serve as resources.

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

Website: <https://miracosta.edu/governance/oac/index.html>

## **Representative Committees**

### **Academic Senate (AS)**

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

*Major responsibilities include the following:*

- A. Promote and preserve the integrity of the educational program.
- B. Facilitate communication between the faculty, the superintendent/president, and the Board of Trustees.
- C. Develop equitable policies and procedures related to academic and professional matters, and promote their implementation.
- D. The Academic Senate shall review all proposals routed through the governance process. In academic and professional matters, the Academic Senate shall make



final recommendations to the Superintendent/President and/or the Board of Trustees, as appropriate.

- E. Assist the members of the faculty of MiraCosta College in exercising their voice in academic and professional matters.
- F. Develop, communicate, and encourage ethical and professional conduct.
- G. Make recommendations (to the administration and Board of Trustees) on academic and professional matters.
- H. Represent the faculty of MiraCosta College to other faculties, to the local Academic Senates of other colleges and universities, and to the Academic Senate for California Community Colleges, the Faculty Association for California Community Colleges, and other appropriate state and national organizations, concerning academic and professional matters.

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

*Composition:* Seventeen members composed of the Academic Senate president (ASP), and alternating years vice president (ASVP) or president-elect (ASPE), the superintendent/president (who serves as a nonvoting member), one coordinating officer (CO), eight at-large members of the full-time faculty, and five at-large members of the associate faculty. ASP and ASVP/PE are elected by all faculty. The CO (alternating terms of full-time and associate) is elected by the representative faculty group in alternating two-year periods. Full-time faculty members are elected at-large by the full-time faculty. Associate faculty members are elected at-large by the associate faculty.

*Website:* <https://www.miracosta.edu/governance/academic-senate/index.html>

*Committees of the AS:* <https://www.miracosta.edu/governance/academic-senate/committees.html>

## **Administrators Committee (AC)**

*Mission Statement:* The Administrators Committee 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 Administrators Committee.
- D. Make recommendations to the superintendent/president on district budgets.

- E. Make recommendations to the superintendent/president on district plans and accreditation self-studies that have been routed to Administrators Committee.

*Chair:* Administrators Committee chair, selected by the Administrators Committee.

*Composition:* All academic and classified administrators, six vice presidents (including AVP), and the superintendent/president.

## **Associated Student Government (ASG)**

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

*Major responsibilities include the following:*

- A. Appointing students to campus-wide committees.
- B. Participating in the development of district policies and annual budget.
- C. Adopting and overseeing use of an annual budget.
- D. Allocating funds for new programs/projects.
- E. Granting club charters.
- F. Providing and administering a program of activities and services for students.
- G. Engaging in advocacy efforts at the local, state, and federal levels that aim to improve the community college student experience.

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

*Composition:* On average, the ASG is composed of twenty-six student members, including six elected officers (ASG president, student trustee, executive vice president, San Elijo Campus vice president, Community Learning Center vice president, and vice president for diversity, equity, and inclusion), four appointed executive officers (director of legislative affairs, director public relations, director of finance, the inter-club council vice chair), and the inter-club council chair who is elected through vote of the inter-club council. There shall be no less than 15 senator seats in the Associated Student Government, or one senator per 1,000 students enrolled by the first census date in the fall semester, whichever is greater, equally assigned to represent the Oceanside Campus, San Elijo Campus, and the Community Learning Center. The ASG may also appoint student-at-large positions as outlined in the ASG constitution.

*Website:* <https://miracosta.edu/governance/associated-student-government/index.html>

Committees of the ASG: <https://miracosta.edu/governance/associated-student-government/committees.html>

### **Classified Senate Committee (CSC)**

*Mission Statement:* MiraCosta College's Classified Senate represents the interests, issues and concerns of classified staff through involvement in collegial governance. The Senate officially represents classified employees in matters relating to working conditions and compensation agreements through the collegial meet and confer process. The Senate promotes continued professional development opportunities and collaborative efforts with faculty, students, and administration to support a positive and productive campus culture.

*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 policies 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.
- 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 composed 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 vice president, human resources or designee serve as nonvoting advisors. All members (except the immediate past president) are elected at-large by classified staff members.

*Website:* <https://miracosta.edu/governance/classified-senate/index.html>

*Committees of CSC:* <https://miracosta.edu/governance/classified-senate/index.html>

### III. Governance Organization Evaluation Process

Recognizing the importance of continuous improvement and maintaining the vibrancy and currency of the governance process in the MCCD, the College Council, assisted by the office of Research, Planning and Institutional Effectiveness, shall perform an assessment of the governance structure and effectiveness every three years.

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

**In spring of the evaluation year:** The evaluation instrument (survey) to measure the effectiveness and efficiency of individual representative committees, districtwide committees, and subcommittees is administered to college constituents. The report summarizes the survey and discussion and suggests any changes to committee structure and function deemed necessary to increase the effectiveness of each governance committee. Results are forwarded for action, if any, to College Council.

**By April of the evaluation year:** Each representative committee, districtwide committee, and subcommittee will reflect on and discuss the charge, composition, strengths, and areas of improvement for their committee's effectiveness. Requests for modification to charge and composition will be forwarded to College Council.

**April through May of each year:** College Council reviews the survey results, specific representative committee, districtwide committee, and subcommittee recommendations, and requests for modification to the status of existing representative committees, districtwide committees, and subcommittees. Based on this review, the College Council decides on possible action(s).

**Throughout the year:** The College Council considers any requests for new representative committees, districtwide committees, and subcommittees or changes to the status or structure of existing governance organization committees.

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

*Approved and passed by Associated Student Government on April 22, 2022*

*Approved and passed by Administrative Council on April 22, 2022*

*Approved and passed by Academic Senate on May 6, 2022*

*Approved and passed by Classified Senate on May 17, 2022*

*Approved by consensus by College Council on June 9, 2022*