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· C O L L E G E ·  

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L E A R N I N G F O R  
T H E F U T U R E

# *Shared Governance Handbook*

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## *Cuyamaca College's Commitment to Participative Governance*

Cuyamaca College takes great pride in fostering a collegial and participatory approach to the planning and decision-making processes of the college. Clearly defined organizational and governance structures have been instituted at Cuyamaca College to ensure optimal participation for all constituency groups. The Organizational and Governance Structures Handbook provides an overview of the college's administrative structures and its various councils, committees and sub-units, including their memberships, functions, and reporting responsibilities. The college created this Handbook to promote understanding and encourage participation on behalf of all members of the college community to serve on its various committees and councils.

Cuyamaca College's Strategic Plan: 2016-2022, sets forth four Key Priorities for the institution:

- **Accelerated Basic Skills in Math, English, and ESL**
- **Guided Student Pathways**
- **Student Validation and Engagement**
- **Organizational Health**

The members of the college community are committed to achieving the objectives of these Key Priorities through a logical and efficient system of organizational and shared governance structures which provide for respectful dialogue, constructive collaboration, successful planning and effective decision-making.

The institutional structures outlined in this Handbook will ensure the success of our students and the continued advancement of Cuyamaca College. It is The Cuyamaca Way!

## Introduction

Participative decision-making at Cuyamaca College is achieved in the spirit of cooperation, collaboration, and collegiality. It promotes the mission, vision and values of the college and ensures their achievement through the planning process, initiatives, policies and procedures.

The purpose of the Cuyamaca College governance structure is to provide each constituency group the opportunity to participate in planning processes, and initiatives and the development of college policies and procedures through their representatives. Functionally, this is organized and carried out through a system of committees, councils, and task forces created to formalize collegiality, facilitate communication, solve issues at the levels closest to the individuals affected, and develop effective plans and processes. These structures provide opportunities for all interests to be considered and a resolution to be reached.

The final authority for governance at Cuyamaca College is the Governing Board. The Governing Board delegates authority to the President through the District Chancellor. The President and all constituency groups are committed to a functional and effective participative decision-making process.

### General Principles:

1. Pervading all decision-making must be the recognition that the college exists to educate its students.
2. Participative decision-making is a method of collegial interaction in which faculty, staff, and students participate in the decision-making process and in which recommendations are made to the college President.
3. Through active participation and collegial interaction by all members, mutual agreement is the goal.
4. The most effective means of developing policy and procedures is to provide an opportunity for involvement by the constituency groups affected by the policy and procedures.
5. In academic and professional matters, as defined by AB1725, the President will rely primarily on the advice and judgment of the Academic Senate.
6. All governance groups have a vested interest in ensuring that Cuyamaca College fulfills the mission given to it by the legislature, State Board of Governors, and the Governing Board of the Grossmont-Cuyamaca Community College District.
7. Members have the responsibility of keeping their respective groups informed of the proceedings and recommendations of governance groups.
8. Unless otherwise stated, a quorum has been defined as two-thirds of the total voting members.

(It should be noted, that during periods of interim administrative vacancies, the administrative membership on respective councils and committees will not be altered; instead, an individual will be appointed to represent the administrative vacancy.)

## *Roles of the Participants in College Governance*

Members of the governance groups of the college are determined by position held or through selection by constituency groups.

### **Governing Board**

The **Governing Board**, with appropriate input from all constituencies through a participative decision-making governance model, establishes District goals, adopts policies, authorizes the annual budget, awards bids and contracts, appoints and terminates personnel, and serves as an avenue of final appeal within the District for issues unresolved through normal processes of the college governance model.

### **College President**

The **College President** organizes the college environment to ensure effective communication channels and organizational and governance structures for achieving participation from all constituencies in the decision-making processes appropriate to shared governance. The president is responsible for presenting the college perspective/recommendations based on these processes. The president encourages and monitors the participation of all constituencies in their appropriate college governance roles.

### **Administrators**

**Administrators** serve on committees, councils and task forces as initiators, facilitators, resource persons, and to provide staff support. Administrative responsibilities also include implementation and enforcement of policies and procedures approved through shared governance bodies and communication of same to operational staff in the administrator's area(s) of purview and to liaison with other organizational units as appropriate. Administrative appointments on shared governance bodies are made by the college president.

### **Academic Senate**

The **Academic Senate** represents the faculty of Cuyamaca College. The Senate expresses the view of the faculty through a vote of the Senate. At the Senate's discretion, the Senate may choose to delegate its responsibility to individual faculty members for limited duration and purpose.

Per AB1725, the Governing Board or their designee consults collegially with the Academic Senate on academic and professional matters. As appropriate, the Senate adopts, approves, endorses academic and professional matters which include: (1) Curriculum including established prerequisites and placing courses within disciplines; (2) degree and certificate requirements; (3) grading policies; (4) educational program development; (5) standards or policies regarding student preparation and success; (6) district and college governance structures as related to faculty roles; (7) faculty roles in accreditation process, including self-study and annual reports; (8) policies for faculty professional development activities; (9) processes for program review; (10) processes for institutional plans and budget development; and (11) other academic and professional matters as mutually agreed upon between the Governing Board and Academic Senate.

All faculty appointments to college governance bodies are made by the Academic Senate. Faculty appointments to standing committees and councils are for two-year terms of service unless otherwise noted in the committee/council charge and composition; additional terms are subject to senate approval. Whenever possible, the senate will stagger new appointments to ensure continuity on committees and councils. Unless explicitly authorized by vote of the Senate, faculty members serving on committees do not speak or decide for the Senate and are obligated to communicate regularly to the Senate on the committee's activities. Appointees have the responsibility of keeping their respective groups informed of the proceedings. Appointees are expected to attend meetings and to contribute as a part of their professional responsibilities. The Senate will inform the appropriate administrator of the role the faculty representative plays on the committee.

### **Classified Senate and California School Employees Association**

The **Classified Senate** and the **California School Employees Association (CSEA)** as defined in the Memorandum of Understanding with the Grossmont-Cuyamaca Community College District, dated 5/16/02 represent the classified staff in participative decision-making. The classified staff representative is the Cuyamaca College Vice President of the Grossmont-Cuyamaca Community College District Classified Senate and the CSEA Cuyamaca College representative is selected by the Grossmont-Cuyamaca Community College District CSEA President. Both groups represent the classified staff in promoting the participative decision-making process which develops and formulates policy and practice related, but not limited to, the following: (1) the selection of administrative staff; (2) in-service education; (3) facilities and services; (4) relations and communication among the various interest groups in the Grossmont-Cuyamaca Community College District; and (5) finance and budget. The practice is to have a representative from both the Classified Senate and CSEA on all college governance committees. The College President ensures that the recommendations and opinions of classified staff are given every reasonable consideration within these structures.

### **The Associated Students Government of Cuyamaca College**

The **Associated Students Government of Cuyamaca College** is the official voice of the Cuyamaca College student body and is responsible for selecting students to serve on shared governance groups. Through representation on college shared governance groups, the Associated Students are able to articulate student perspectives regarding issues, policies, etc., to the Associate Dean of Student Affairs.

### **Labor Groups**

For matters related to compensation and working conditions, employees are represented by the following organizations:

- Faculty—American Federation of Teachers Guild, Local 1931
- Classified Staff—California School Employees Association, Chapter 707
- Administrators—Administrators Association
- Confidential Administrators—meet and confer unit
- Confidential Supervisors/Assistants—meet and confer unit

### **Responsibilities of All Parties**

Whether or not governed by the Brown Act, college governance committee deliberations and votes should be public. In addition to representation afforded to individuals through constituencies, individuals and groups may also be heard in any committee by requesting permission to speak. Written minutes of proceedings will be recorded for all college governance councils and committees.



# *Committees and Councils*

## ACCREDITATION STEERING COMMITTEE

### Charge

The Accreditation Steering Committee (ASC) develops, coordinates, and implements the process for development of the Institutional Self-Evaluation Report (ISER) in support of accreditation reaffirmation and in preparation for site visits scheduled by the ACCJC. The ASC establishes timelines and oversees the process for completion of the ISER and Quality Focus Essay (QFE), including but not limited to:

- Training and organization of work groups and writing teams for each accreditation standard;
- Gathering of information, documentation, and evidence; and
- Writing and editing the final ISER and QFE documents.

In collaboration with the Institutional Effectiveness Council, the ASC ensures compliance with the accreditation standards and advances a culture of evidence and continuous quality improvement across the College. In order to achieve this, ASC is responsible for the following:

- Facilitating accreditation-related training for the campus community;
- Making recommendations to appropriate campus committees, councils, and departments to ensure that accreditation standards are integrated into college structures and processes;
- Monitoring of actionable improvement plans arising from the self-evaluation process;
- Assessing progress on the QFE; and
- Ensuring any recommendations made by the peer review team are addressed.

### Meeting Schedule

First Fridays, 12:00–2:00 p.m., with additional meetings as needed.

### Chair(s)

Senior Dean of Institutional Effectiveness, Success, and Equity (Accreditation Liaison Officer)  
Faculty Accreditation Co- Chair

### Composition

The Accreditation Steering Committee is inclusive and representative of administrators, faculty, staff, and students. The committee includes the Tri-Chairs for each of the 4 accreditation standards work groups. Tri-Chairs for each standard include one administrator, one faculty member, and one classified staff member:

Standard I: Mission, Academic Quality, and Institutional Effectiveness, and Integrity

Standard II: Student Learning Programs and Services

Standard III: Resources

Standard IV: Leadership and Governance

Student Representative from ASGCC

Community Member

### Resources

Campus-Based Researcher

Librarian

First Reading: 5/28/2019

Second Reading: Waived

Approved: 5/28/2019



## **ADMINISTRATIVE LEADERSHIP ADVISORY TEAM**

### **Charge**

The Administrative Leadership Advisory Team (ALAT) serves in an advisory capacity to the President in all matters related to the administration of the college. It is the college-wide communication link and it interacts with all other segments of the community college district when appropriate.

### **Meeting Schedule**

Second Tuesday, 8:30-10:00 a.m.

### **Chair**

President

### **Composition**

President

Vice President, Instruction

Vice President, Student Services

Vice President, Administrative Services

Senior Dean, Institutional Effectiveness, Success & Equity

Director, Admissions and Records

Director, Facilities

Director, Financial Aid

Director, Human Resources

Dean, Arts, Humanities & Social Sciences

Dean, Athletics, Kinesiology & Health Ed

Dean, Career & Technical Education

Dean, Counseling Services

Dean, Learning & Technology Resources

Dean, Math, Science & Engineering

Dean, Student Affairs

Associate Dean, Student Equity & Engagement

Assistant Dean, Student Services & Special Programs

Bookstore Manager

Food Services General Manager

Student Success Coordinator

## CASHIERING APPEALS COMMITTEE

### **Charge**

This committee is a due process committee that reviews and recommends to the Director, College Fiscal Operations resolution of student appeals for cashier refunds.

### **Meeting Schedule**

As needed

### **Chair**

Vice President, Administrative Services

### **Composition**

Vice President, Administrative Services

Dean, Admissions and Records

Full-Time Cashier

Faculty Representative

Associated Students Representative

### **Ex-Officio**

Vice President, Administrative Services

Approved: 10/97

Revised: 2/99

## CLASSIFIED HIRING PRIORITIES COMMITTEE

### Charge

The Classified Hiring Priorities Committee (CHPC):

- Identifies annual priorities for new classified staff positions based on an established set of criteria
- Establishes and implements the annual process for prioritization of classified staff positions, including the request forms, documentation, and criteria (rubrics) for evaluating position requests
- Assesses the annual classified hiring prioritization process and makes improvements as necessary
- Ensures the classified hiring prioritization process is aligned with the college mission and strategic plan and is driven by program review process
- Reports to the Resource and Operations Council

### Philosophy

- All representatives/members are to review requests in light of the college-wide mission, goals, initiatives, and priorities
- The Committee will review requests with a focus on student needs/improving student success to ensure requests that will most positively impact student learning and achievement are the priority

### Co-Chairs/Facilitators (with staggered terms/appointments):

Classified Senate President (or designee)

Confidential Administrator Selected by the College President (to be appointed/reappointed every two years)

### Composition

Administrator (excluding the administrative co-chair)

Faculty (2 - one from Student Services and one from Instruction)

Classified Staff (3 - one from each: Student Services, Instruction, and Administrative Services)

### Resources

Senior Dean of Institutional Effectiveness, Success, and Equity

VP of Administrative Services

VP of Instruction

VP of Student Services

Associate Dean of Student Equity and Engagement

First reading: 2/25/2020

Second reading: Waived

Approved: 2/27/2020

## COLLEGE TECHNOLOGY COMMITTEE

### **Charge**

The College Technology Committee (CTC) reports to the Cuyamaca College Council (CCC) and provides a forum for the discussion of current and emerging technology issues, trends, innovations, changes and needs related to campus technology. This committee is responsible for creating the college Technology Plan and ensuring that it supports the strategic priorities as outlined in the institutional planning documents. These priorities are intended to advance and improve student success and equity. The committee reviews and ranks technology requests submitted through the Program Review process, and based on these rankings, produces a report outlining the recommended college technology priorities for the following year. The committee makes recommendations regarding off-cycle requests, endorses priorities for purchase of instructional and administrative technology and recommends policies and procedures on the utilization of technology and related resources, including ADA and Accessibility standards, and technology affecting the academic, administrative and operational environment. The committee forwards recommendations to CCC, Academic Senate and district technology committees as appropriate and implements technology recommendations utilizing established college processes.

### **Meeting Schedule**

Second Friday, 1:30–3:00 p.m.

### **Co-Chairs**

Faculty Representative: Selected from and elected by Faculty committee membership  
Dean, Learning & Technology Resources

### **Composition**

Dean, Learning & Technology Resources  
Administrative Services Representatives (1 Administrator and 1 Classified)  
Student Services Representatives (1 Administrator and 1 Classified)  
Online Teaching & Learning Committee Faculty Co-chair  
Faculty Representative from Math, Science & Engineering  
Faculty Representative from Arts, Humanities & Social Sciences  
Faculty Representative from Career Technical Education  
Faculty Representative from Athletics, Kinesiology and Health Education  
Counselor  
Librarian  
DSPS Representative (Faculty or Classified)  
Instructional Design Technology Specialist  
Supervisor, Instructional Computer Facilities  
Instructional Media Services, Lead or Representative  
Associated Students Representative

### **Ex-Officio (Non-Voting)**

Senior Director of Information Systems  
Other Information Systems Staff as appropriate

First reading: 04/14/2020  
Second reading: waived  
Approved: 04/14/2020

## **CURRICULUM, GENERAL EDUCATION AND ACADEMIC POLICIES & PROCEDURES COMMITTEE**

### **Charge**

In accordance with Title 5 (T.5 55002 (a) (1)), and consistent with the Governance Structure of Cuyamaca College, the Committee, under the authority of the Academic Senate, has the oversight responsibility for the following:

- 1) Approve additions, modifications, deactivations, and deletions of courses and programs, and review the student learning outcomes of the college credit and non-credit curriculum;
- 2) Facilitate the requirements and content of the General Education package and graduation requirements;
- 3) Manage the alignment, articulation and differentiation procedures between Cuyamaca College and Grossmont College related to curriculum;
- 4) Report regularly to the Academic Senate regarding all of the above.;
- 5) Appoint sub-committees or work groups as needed to help conduct the committee's business.

Scope of work includes review and recommendations of related academic policies and procedures (e.g., advanced placement, graduation requirements, etc.) for final submission to Academic Senate and the Governing Board.

### **Meeting Schedule**

First and third Tuesdays, 2:00–4:00 p.m.

### **Co-Chair(s)**

Faculty (See selection process below)  
Vice President, Instruction

### **Composition**

Vice President, Instruction  
Faculty Co-Chair  
Division Dean of Instruction for reviewing technical matters  
Faculty representing the following areas (8 total):

- Career Education (CE)
- Math
- Science & Engineering
- Arts & Humanities
- English
- Social & Behavioral Sciences
- Athletics, Kinesiology & Health Education
- Articulation Officer/Counselor

Student Learning Outcomes Coordinator  
Faculty Members at Large (Open to all faculty) (2)

As much as possible, the Committee is structured to provide representation from all instructional segments of the college. At-large faculty representatives should be selected from disciplines that are not represented or are underrepresented on the committee composition.

No more than 50% of the committee should be replaced each year.

#### **Ex-Officio (Non-Voting)**

Members as appropriate: Instructional Operations Supervisor

Dean of Counseling Services

Division Deans of Instruction

Student Success and Equity Coordinator

Student Representative

### **Process for Selecting the Faculty Co-chair of the Curriculum, General Education and Academic Policies and Procedures Committee**

The following process will be followed for selecting the faculty co-chair of the Curriculum, General Education and Academic Policies and Procedures Committee. Under normal circumstances this process should take place at the beginning of the spring semester for terms starting on July 1.

1. When an opening occurs for the faculty co-chair position, the presiding faculty co-chair and/or administrative co-chair shall inform the committee and the Academic Senate of the opening, and review with the committee the nomination and selection process to fill the vacancy.
2. Nominations shall be open for 2 weeks following the announcement of the opening. Individuals may self-nominate, or nominations may be submitted by any faculty member on the committee or by any member of the Academic Senate. Nominations shall be submitted to the administrative co-chair's administrative assistant.
3. Once nominations close, the faculty members on the committee shall vote through secret ballot with a simple majority rule determining the nominee to be submitted to SOC for appointment.
4. The term shall be for 2 years and start on July 1, or at a time established by the committee, in consultation with the Academic Senate, for mid-year replacements.

First read Academic Senate: 4/9/20

Second read Academic Senate: 4/23/20

Approved by Academic Senate: 4/23/20

## CUYAMACA COLLEGE COUNCIL

### **Charge**

The Cuyamaca College Council (CCC) is the primary participatory governance body for the College which ensures an effective governance structure and transparent communication to and from all governance and constituency groups. Its purpose is to provide final recommendations to the College President on matters pertaining to institutional effectiveness, student success & equity, resource allocation & operations, and related policies, practices, and procedures. The CCC achieves this through collegial consultation and is informed by recommendations from appropriate governance councils.

### **Meeting Schedule**

Second and fourth Tuesdays, 2:30-4:30 p.m.

Other times as needed to fulfill the charge of the committee

### **Chair(s)**

College President, Tri-Chair

Academic Senate President, Tri-Chair

Classified Senate President or designee, Tri-Chair

### **Composition**

President (Tri-Chair)

Academic Senate President (Tri-Chair)

Classified Senate President (Tri-Chair)

Academic Senate Vice President

Classified Senate Vice President

Associated Student Government President

Associated Student Government Vice President

AFT Representative

CSEA Representative

Administrators' Association Representative

Vice President of Instruction

Vice President of Student Services

Vice President of Administrative Services

Senior Dean of Institutional Effectiveness, Success, and Equity

At-Large Faculty Member

### **Resource**

Dean, Student Equity & Engagement

Director, College & Community Relations

First reading: 9/22/2020

Second reading: 12/8/2020

Approved: 12/8/2020

## EMERGENCY PREPAREDNESS COMMITTEE

### Charge

Cuyamaca College is committed to providing a safe learning and working environment for students, employees, and visitors. The Cuyamaca College Emergency Preparedness Committee (EPC) serves in an advisory capacity to the President's Cabinet on matters related to public safety and emergency preparedness. The EPC is responsible for the overall coordination of emergency preparedness efforts at the college, coordinating such efforts with the District Wide Public Safety and Emergency Preparedness Council. The EPC develops and revises the College Emergency Preparedness Plan which outlines practices and methods to mitigate, prepare for, respond to and recover from emergencies that affect the college. The EPC develops, assesses, and revises committee goals on an annual basis.

### Meeting Schedule

3<sup>rd</sup> Friday, 10:00–11:30 a.m.

### Chair

Vice President, Administrative Services

### Co-Chairs

Appointed representative deemed by committee

### Composition

Vice President, Administrative Services

Vice President, Instruction

Vice President, Student Services

Director, Facilities

Associate Dean of Student Affairs

District Representative(s)

Health Services Supervisor

Law Enforcement Services Sergeant

CAPS representative

FEMA certified personnel

CDC Coordinator

At-Large Faculty Members (3)

At-Large Classified Staff Members (2)

Associated Students Representative

Other Resource Members as needed, (e.g. DSPS, Science, Automotive, Art, etc.)

First Reading 12/8/15

Second Reading Waived

Approved 12/8/15



## **FACILITIES & SUSTAINABILITY PLANNING COMMITTEE**

### **Charge**

The College Facilities and Sustainability Planning Committee (F&SPC) works to build and implement an integrated facilities planning model, to ensure the safety and security of the campus and facilities, and to improve the environmental sustainability for the college that enhances the teaching & learning environment to improve student success. Each spring semester the F&SPC will review and rank facilities requests submitted through departmental Program Review and, based on these rankings, produce a report outlining the recommended college facilities priorities. The F&SPC is also responsible for developing, monitoring and revising the College Facilities Master Plan and the College Sustainability Plan, and making recommendations for implementation. The F&SPC reports to the Resource & Operations Council (ROC) and serves as a liaison to the Districtwide Facilities Planning Office. The F&SPC is also responsible for developing, assessing and revising committee goals on an annual basis, and reporting the results to the ROC.

### **Meeting Schedule**

Third Fridays, 8:30-10:00 a.m.

### **Chair**

Administrative Co-Chair: Director, Campus Facilities, Operations and Maintenance

Faculty Co-Chair: Selected from and elected by faculty committee membership

### **Composition**

Vice President, Administrative Services

Director, Campus Facilities, Operations and Maintenance

At-Large Faculty Members (3)

At-Large Classified Staff Members (2)

Associated Student Government Representative

Sr. Director, District Facilities, Planning, Development, and Maintenance

First reading: 2/26/2019

Second reading: 5/28/2019

Approved: 5/28/2019

## FACULTY HIRING PRIORITIES COMMITTEE

### Charge

The Faculty Hiring Priorities Committee (FHPC):

- Identifies annual priorities for new and replacement faculty positions based on an established set of criteria.
- Establishes and implements the annual process for prioritization of faculty, including the request forms, documentation, and criteria (rubrics) for evaluating position requests
- Assesses the annual faculty hiring prioritization process and makes improvements as necessary
- Ensures the faculty hiring prioritization process is aligned with the college mission and strategic plan, and is driven by program review process
- Reports to the Resource and Operations Council

### Philosophy

- All representatives/members are to review requests in light of the college-wide mission, goals, initiatives, and priorities
- The Committee will review requests that will most positively impact student learning and achievement

### Co-Chairs/Facilitators (with staggered terms/appointments):

Academic Senate President

Senior Dean of Institutional Effectiveness or Confidential Administrator Selected by the College President  
(to be appointed/reappointed every two years)

### Composition

Instructional Deans (2 - to rotate between divisions each year)

Student Services Dean with faculty in their area

Instructional Faculty (5 - one from each division)

Student Services Faculty (2)

Classified Staff

Student Representatives (2)

### Resources

Cuyamaca Vice Presidents, Deans and Associate Deans

First reading: 9/14/2021

Second reading: Waived

Approved: 9/14/2021

## GUIDED PATHWAYS STEERING COMMITTEE

### Charge

The Guided Pathways Steering Committee (GPSC) is a shared governance structure. Its focus is on developing and implementing an integrated, institution-wide approach to student success. This data-informed approach will guide each student effectively and efficiently from their point of entry through their attainment of postsecondary credentials and careers.

As such, it will:

- Facilitate improvement of the student experience in each of the four pillar areas through review of 90-day planning cycles for each Inquiry Team;
- Evaluate the planning cycles from the Inquiry Team areas to ensure collaboration within all areas of the college that support each student from point of entry to attainment of high-quality post-secondary credentials and careers;
- Use evidence to guide the end results for prioritizing pathways activities for student services and instruction;
- Provide a means for continuous dialogue among the institution, service areas, and departments regarding effectiveness and outcomes of pathways activities;
- Provide feedback and suggestions on the effectiveness of pathways activities in relation to student success and student equity as it relates to the mission of the college;
- Evaluate the committee's planning practices and effectiveness and make recommendations for improvement, when necessary, to the Cuyamaca College Council; and,
- Develop an annual report of Inquiry Team area-level planning priorities, achievements, needs, and challenges linked to college planning priorities.

### Meeting Schedule

First Thursdays, 9:00-11:100 a.m.

### Chair(s)

Vice President, Instruction

Instructional Guided Pathways Coordinator

Student Services Guided Pathways Coordinator

### Composition

Inquiry Teams:

Pillar 1: 1 Faculty, 1 Administrator or Classified

Pillar 2: 1 Faculty, 1 Administrator or Classified

Pillar 3: 1 Faculty, 1 Administrator or Classified

Pillar 4: 1 Faculty, 1 Administrator or Classified

Classified Representative

Academic Senate Representative

### Resource

Sr. Dean Institutional Effectiveness & Student Equity

First reading: 11/13/2018

Second reading: waived

Approved: 11/13/2018

## **INSTITUTIONAL EFFECTIVENESS COUNCIL**

### **Charge**

The Institutional Effectiveness Council (IEC) operates under a charter sponsored by the Cuyamaca College Council. To fulfill the College's mission and vision, IEC provides coordination for integrated planning (comprehensive program review and annual updates); facilitates the college-wide strategic planning process; guides college-wide planning, research, and evaluation; develops and implements guidelines and processes related to college-wide research and data; integrates and coordinates institutional effectiveness-related training and activities; supports planning and evaluation of college systems and processes to maximize institutional effectiveness; and ensures the college maintains compliance with appropriate accreditation standards.

### **Meeting Schedule**

Second and Fourth Mondays, 9:00–10:45 a.m.

### **Co-Chairs**

Sr. Dean, Institutional Effectiveness, Success and Equity  
Faculty Co-Chair (Selected from and elected by faculty representatives on the Council)

### **Composition**

Sr. Dean, Institutional Effectiveness, Success and Equity  
Arts, Humanities, and Social Sciences Faculty Representative  
Athletics, Kinesiology and Health Ed Faculty Representative  
Career and Technical Education Faculty Representative  
Math, Science, and Engineering Faculty Representative  
Student Services Faculty Representative  
Academic Senate Representative  
Classified Senate Representative  
Learning and Technology Resources Representative  
Vice President  
Instructional Administrator (Supervisor, Manager, Director, or Dean)  
Student Services Administrator (Supervisor, Manager, Director, or Dean)  
Associated Student Government Representative  
Campus-Based Researcher  
Program Review Faculty Tri-Chair Representative  
SLO Coordinator

### **Resources**

Accreditation Faculty Co-Chair

First reading: 9/14/2021  
Second reading: Waived  
Approved: 9/14/2021

## INSTRUCTIONAL LEADERSHIP ADVISORY TEAM

### **Charge**

The Instructional Leadership Advisory Team (ILAT) is the advisory team to the Vice President of Instruction. As such, it reviews, discusses, and makes recommendations regarding issues, functions, and activities in Instruction. The purpose of the team is to facilitate collaboration and teamwork, and to promote dialogue and joint problem solving among the instructional leadership representatives on key matters. This team serves as a communication link to the rest of the faculty regarding operational matters.

### **Meeting Schedule**

First Monday from 1:00–3:00 p.m.

### **Chair(s)**

Vice President, Instruction  
Department Chair/Coordinator

### **Composition**

Vice President, Instruction  
All Department Chairs & Program Coordinators  
Dean, Math, Science & Engineering  
Dean, Career & Technical Education  
Dean, Arts, Humanities & Social Sciences  
Dean, Athletics, Kinesiology & Health Ed  
Dean, Learning & Technology Resources  
Dean, Counseling Services

### **Resources**

Academic Senate President  
Curriculum Co-Chair  
Associate Dean, Student Equity & Engagement  
SLO Coordinator  
Instructional Operations Supervisor  
Associate Dean, Student Services & Special Programs  
Faculty Learning Assistance Coordinator  
Sr. Dean, Institutional Effectiveness, Success & Equity  
Vice Chancellor, Student & Institutional Success  
AFT Representative

## LATE-ADD CLASS PETITIONS REVIEW COMMITTEE

### **Charge**

This committee is a due process committee that reviews late-add class petitions submitted by students and approves or denies the submission.

### **Meeting Schedule**

As needed

### **Chair(s)**

Instructional Administrator  
Admissions & Records Specialist

### **Composition**

Instructional Administrator  
Associate Dean, Student Affairs  
Admissions and Records Specialist  
Faculty Representative (Instruction)  
Faculty Representative (Counselor)  
Associated Students Representative

First Reading: 10/10/06

Second Reading: 11/14/06

Approved: 11/14/06

## LEARNING ASSISTANCE CENTER ADVISORY COMMITTEE

### Charge

The Learning Assistance Center Advisory Committee (LACAC) is part of Cuyamaca's integrated planning process and, as such, it is responsible for recommending standards and strategic directions for the college's learning assistance plan. Within the framework of the program regulations governing learning assistance, and based on current available data and collegial conversations, the committee will advise and make recommendations regarding learning assistance services and learning assistant training to the Student Success and Equity Council. The committee also coordinates and communicates with Academic Senate and other college councils and committees as needed.

### Meeting Schedule

Twice each semester at a minimum, on the first Monday of the month, 3: 15-4:30 p.m.

### Co-Chairs

Faculty Learning Assistance Coordinator  
Dean, Learning and Technology Resources

### Composition

Tutoring Center Specialist from the Academic Resource Center (ARC)

Tutoring Center Specialist from the STEM Achievement Center

Tutoring Center Specialist from the Writing Center

Faculty Representatives:

Student Services Faculty Representative

CE (Career Education) Faculty Representative

Math, Science & Engineering Faculty Representative (Math)

Math, Science & Engineering Faculty Representative (Science)

Arts, Humanities & Social Sciences Faculty Representative

Athletics, Kinesiology and Health Education

Associated Student Representative (Not a Learning Assistant)

Learning Assistant Representative

First Reading: 04/14/2020

Second Reading: waived

Approved: 04/14/2020

## ONLINE TEACHING & LEARNING COMMITTEE

### **Charge**

Reports to and submits recommendations for consideration and approval to the College Technology Committee, Curriculum Committee and Academic Senate as appropriate; coordinates and communicates with other college committees as needed.

1. Makes recommendations regarding online course plan components and criteria, online course evaluation requirements, online course ADA compliance requirements and other related issues.
2. Recommends criteria for initial online faculty certification and any continuing in-service training requirements.
3. Recommends, develops and provides continuing in-service training workshops, forums and activities to support online faculty.
4. Recommends online course standards of good practice and quality control.
5. Recommends ADA compliance monitoring procedures and acts as a resource in the verification of online course material ADA compliance.
6. Recommends online instructional technology standards and implementation guidelines.
7. Prepares a Distance Education Plan as needed
8. With the support of the Institutional Effectiveness, Success, & Equity office, conducts student and faculty needs assessment surveys and tabulates student demographic and success data annually. Promotes student success in online courses by assessing the data to inform improvements for online learning policies and processes. Presents a summary to the College Technology Committee, Academic Senate, and other committees and councils when appropriate.

### **Meeting Schedule**

Meeting dates determined by committee members, generally second Friday at 10:00 a.m. to noon, prior to the College Technology Committee (CTC) meetings. Committee workgroups meet as needed.

### **Co-Chairs**

Distance Education Coordinator  
Dean, Learning & Technology Resources

### **Composition**

Administrator (appointed by Vice President of Instruction)

Faculty (8)

Library Faculty Representative  
Student Services Faculty Representative  
Curriculum Committee Representative  
Instructional Faculty Representatives (4)  
Adjunct Faculty Representative

Instructional Design Technology Specialist

Disabled Student Programs & Services Faculty Representative

### **Ex-Officio (Non-Voting)**

IT Representative

First Approved: March 2013

Last Revised: March 2019



## OUTCOMES & ASSESSMENT COMMITTEE (OAC)

### Charge

The Committee is charged with advancing a culture of assessment across the college, and with supporting the use of assessment data in continuous improvement processes at the course, program, service area, and institutional levels.

To accomplish this, the committee is responsible for the following:

1. Maintain outcomes assessment schedules for all instructional programs and student service areas
2. Inform faculty leaders and relevant administrators of outcomes assessment needs by instructional program and/or service area
3. Follow up with faculty to ensure on-time and thorough completion of outcomes assessment, including the dialogue and follow up processes
4. Create and maintain institutional processes for efficient and useful outcomes assessment
5. Manage collection and input of learning outcomes data into the campus management system
6. Facilitate communication about outcomes assessment data to faculty and the campus community as a whole
7. Consult with faculty members and service area leaders about all aspects of learning outcomes and assessment, from the creation of outcomes statements, to successful practices for assessment
8. Host professional development opportunities about outcomes and assessment at the department, service area and college-wide levels
9. Develop and pilot innovative practices in learning outcomes assessment
10. Support the incorporation of student experience, input and voice in outcomes assessment

Committee members will be responsible for staying up-to-date with the status of outcomes assessment in their designated instructional or service area. Committee member liaisons will specifically manage communication and support with faculty and service area leaders to support on-time assessment. Committee members will additionally work with

Overall, the committee serves as a channel for communication, planning, institutional dialogue regarding continuous quality improvement, and coordination of assessment activities between departments and organizational units of Student Services, Instruction and Administrative Services. The Outcomes and Assessment Committee is a committee of the Academic Senate, and will regularly work with Academic Senate, the Program Review Steering Committee, and the Institutional Effectiveness Council.

### Meeting Schedule

Monthly, third Monday of the month, 3:30-5:00 p.m.

### Chair(s)

Sr. Dean, Institutional Effectiveness, Success & Equity/Accreditation Liaison Officer  
SLO Coordinator

### Composition

Instructional Faculty Representatives from MSE (2)  
Instructional Faculty Representatives from AHSS (2)  
Instructional Faculty Representative from CE  
Instructional Faculty Representative AKHE  
Counseling Faculty Representative from Student Services  
Representative from LTR

### **Composition (cont'd)**

Representative from Student Services (Administrative)

Classified Staff Representative

Student Representative

\* Note: at least one of the above faculty representatives should be certified to teach online

### **Resources**

Institutional Effectiveness Specialist from the Institutional Effectiveness, Success, and Equity Office

TracDat Coordinator

Accreditation Co-Chair

Articulation Officer

First reading: 04/14/2020

Second reading: waived

Approved: 04/14/2020

## PETITIONS COMMITTEE

### **Charge**

The Petitions Committee (PC) is a due process committee that reviews and recommends resolution of student petitions for degree requirements, probation, dismissal, readmission, enrollment priority, academic renewal, and late class additions.

### **Meeting Schedule**

Weekly

### **Co-Chairs**

Manager of Admissions and Records  
Faculty Member

### **Composition**

Manager of Admissions and Records  
Admissions and Records Evaluation Advisor  
Instructional Faculty Member  
Counseling Faculty Member  
Categorical Programs Faculty Member

First Reading: 2/25/14

Second Reading: 7/22/14

Approved: 7/22/14

## PROGRAM REVIEW STEERING COMMITTEE

### Charge

The Program Review Steering Committee (PRSC) will be responsible for guiding the program review process and developing and recommending policies, processes, and procedures related to college-wide program review.

The PRSC reports to the Institutional Effectiveness Council (IEC). In order to ensure the program review process meets the needs of the college and the community, the PRSC will consult with the Academic Senate and other governance councils and committees (as applicable) to facilitate continuous improvement of programs and services across the campus. The PRSC will also ensure the program review process is in compliance with related accreditation standards.

PRSC is also responsible for assisting in the execution of the program review process, providing training and support for program review authors and liaisons, in assessing program reviews, and in gathering feedback to inform improvements to the program review process.

### Responsibilities/Guiding Principles:

1. Developing and refining college-wide program review standards and processes;
2. Creating, implementing, evaluating and improving the process for instructional and non-instructional program review assessment;
3. Ensuring the program review process facilitates meaningful, data-informed planning, assessment, dialog, and improvement;
4. Developing an annual summative report of unit-level planning priorities, achievements, needs, and challenges linked to college planning priorities;
5. Working with the Institutional Effectiveness Council to develop common institutional overarching needs analysis and identify challenges; and
6. Provide training and support to program review authors.

### Meeting Schedule

First and third Thursdays, 2:00-4:00 p.m.

### Chair(s)

Sr. Dean, Institutional Effectiveness, Success & Equity (Administrative Chair)

Instructional Faculty Co-Chair

Student Services Faculty Co-Chair

### Composition

- 3 Tri-Chairs
- 4 Instructional Faculty (no more than 1 from each division area)
- 1 PT Faculty (instruction or student services)
- 1 Librarian
- 1 Student Services Faculty – General Counseling

### **Composition (continued)**

- 1 Student Services Faculty – Transfer Center or Articulation Office
- 1 Student Services Faculty – Special Funded Programs
- 2 Administrators from Student Services
- 1 Administrator from Instruction
- 3 Classified Staff

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### **Resources**

College Deans

Vice President, Instruction

Vice President, Student Services

Vice President, Administrative Services

First reading: 12/11/2018

Second reading: 1/25/2019

Approved: 1/25/2019

## RESOURCE & OPERATIONS COUNCIL

### **Charge**

The Resource & Operations Council (ROC) is the participatory governance council responsible for developing integrated budget priorities, procedures, and processes. Its purpose is to provide recommendations for resource allocation to the Cuyamaca College Council in the areas of technology, staffing, facilities, and other budget requests received through Program Review. It achieves this through coordination with appropriate governance councils and committees.

### **Meeting Schedule**

First and third Wednesdays

### **Chair(s)**

Vice President, Administrative Services (Co-Chair)  
Faculty Co-Chair (Co-Chair)

### **Composition**

Vice President, Administrative Services (Co-Chair)  
Faculty Co-Chair  
Arts, Humanities, and Social Sciences Faculty  
Career Education Faculty  
Math, Science, and Engineering Faculty  
Athletics, Kinesiology and Health Education Faculty  
Student Services Faculty  
Classified Representatives (2)  
Dean, Learning & Technology Resources  
Student Services Dean  
Director, Facilities  
Associated Student Government Representative

### **Resources**

Vice President, Instruction  
Vice President, Student Services  
Senior Dean, Institutional Effectiveness, Success & Equity

First reading: 4/14/2020  
Second reading: waived  
Approved: 4/14/2020

## SCHOLARSHIP COMMITTEE

### **Charge**

The charge of the Scholarship Committee is to assist in the overall coordination of the college's scholarship program. This includes selection of scholarship recipients, increasing availability and visibility of scholarships on campus, and representing the college at various community scholarship functions. Committee members are also involved in the planning and coordination of the Cuyamaca College Scholarship Ceremony. The committee makes recommendations to the Student Services Council related to the overall enhancement of the scholarship program.

### **Meeting Schedule**

Once a semester or as needed

### **Chair**

Director, Financial Aid

### **Composition**

Director, Financial Aid

Supervisor, Financial Aid

Scholarship Specialist

Associate Dean, Student Affairs

Faculty Representative, Student Services

Faculty Representative, Instruction

Classified Representative

Associated Students Representative

First Reading: 8/23/11

Second Reading: 9/27/11

Approved: 9/27/11

## STUDENT CENTER ADVISORY COMMITTEE

### **Charge**

This committee reviews and makes recommendations to the Vice President of Administrative Services, regarding dining services, bookstore services, and the student center for the purposes of ensuring excellent customer service to serve the needs of the campus community.

### **Meeting Schedule**

Quarterly on Fridays, 9:00–10:00 a.m.

### **Chair**

Vice President, Administrative Services

### **Composition**

Vice President, Administrative Services  
Director, Campus Facilities, Operations and Maintenance  
Food Service Manager  
Bookstore Manager  
Associate Dean, Student Affairs  
Faculty Representative  
Classified Representative  
Associated Students Representative

Last updated: 10/25/16



## STUDENT DISCIPLINE & GRIEVANCE HEARING COMMITTEE

### Charge

The purpose of the Student Discipline and Grievance Hearing Committee is to conduct official discipline or grievance hearings. If student cannot reach an informal resolution or do not accept administrative sanctions due to the alleged student code of conduct violations, a formal hearing may be conducted through this committee. If there is a formal hearing, two students, two faculty members, and one administrator will hear the case. (All of them will be selected from the panel of committee members.) All steps will be taken to ensure that there will be no conflict of interest among any of the members of the committee and the student.

### Meeting Schedule

As needed

### Chair

Associate Dean, Student Affairs

### Composition

Administrative Representatives (Selected by the College President) (5)

Faculty Representatives (Recommended by the Academic Senate) (5)

Students (Recommended by the ASGCC) (5)

*\*\*Fifteen members make up the entire panel, but if there is a need to convene the committee to review a request or hear a case, there would be two students, two faculty members, and one administrator selected from this panel.*

First Reading: 8/23/11

Second Reading: 9/27/11

Approved: 9/27/11

## **STUDENT SERVICES LEADERSHIP ADVISORY TEAM**

### **Charge**

The Leadership Advisory Team to the Vice President, Student Services, reviews and makes recommendations regarding the functions and activities of the various Student Services areas. The purpose of the team is to provide teamwork and joint problem solving among all the student services representatives. This team serves as a communication link to the rest of the student services staff.

### **Meeting Schedule**

Second Thursday, 8:30–10:00 a.m.

### **Chair**

Vice President, Student Services

### **Composition**

Vice President, Student Services  
Dean, Counseling Services  
Associate Dean, Student Affairs  
Associate Dean, Athletics  
Associate Dean, Special Funded Programs  
Department Chair, Counseling  
Articulation Officer  
Supervisor, Health and Wellness Center  
Supervisor, Admissions & Records  
Supervisor, Financial Aid  
Coordinator, Transfer Center  
Coordinator, DSPS  
Coordinator, EOPS  
Coordinator, CARE  
Coordinator, Student Success  
Program Specialist, CalWORKS  
Director, Financial Aid  
Instructional Dean  
Academic Senate President  
Student Representative

## STUDENT SUCCESS & EQUITY COUNCIL

### Charge

The Student Success and Equity Council (SSEC) is the participatory governance council responsible for planning, assessing, and supporting student success and equity initiatives, efforts, and programming. The SSEC develops internal and state-mandated equity plans; engages in equity-minded inquiry; monitors and assesses equity gaps and efforts to eliminate equity gaps; monitors and assesses campus climate and efforts to improve campus climate; guides and facilitates racial equity and social justice efforts; monitors and provides guidance related to the efficacy of grants and grant-funded programs and services focused on student equity, and other success and equity projects and initiatives; advises on equity-minded professional development programming; provides racial equity and social justice expertise and guidance related to validation and engagement programming and efforts; and provides guidance and resources to committees and councils to facilitate policy and procedure review with an equity lens.

### Meeting Schedule

Second and fourth Fridays, 9:00-11:00 a.m.

### Chair(s)

Dean, Student Success & Equity (Administrative Co-Chair)  
Student Success and Equity Coordinator (Faculty Co-Chair)

### Composition

Dean, Student Success & Equity  
Student Success and Equity Coordinator  
Vice President, Student Services  
Vice President, Instruction  
Part-time Faculty at large  
Arts, Humanities, and Social Sciences Faculty  
Athletics, Kinesiology and Health Ed Faculty  
Math, Science, and Engineering Faculty  
Career Education Faculty  
Categorical Counseling Faculty Representative  
Counseling Faculty Representative  
Professional Development Faculty Coordinator  
Kumeyaay Studies Representative  
Instructional Classified Representative  
Student Services Classified Representative  
Campus-Based Researcher  
Dean, Career Education  
Dean, Student Affairs  
Dean, Counseling Services  
Student Representative \*

### Resources

Senior Dean, Institutional Effectiveness, Success, and Equity  
Instructional Deans  
Tutoring Coordinator  
Distance Education Coordinator  
HSI Grant Coordinator/Representatives  
Admissions and Records Director  
Financial Aid Director  
Associate Dean of Student Services & Special Programs  
Open Educational Resources Coordinator

\*Student representatives are appointed by the Associated Student Government.

First reading: 5/25/2021  
Second reading: 6/10/2021  
Approved: 8/4/2021

## TEACHING & LEARNING COMMITTEE

### Charge

This committee will collaborate with the Teaching & Learning Coordinator (formerly PD Coordinator) to develop and plan the criteria, direction, priorities, and policies related to professional learning for faculty, classified, and administrative employees, based on the college's strategic priorities and commitment to racial equity, anti-racism, social justice, and student-centered practices. As part of this work, the committee will help to create and manage the college's Center for Teaching and Learning. The committee will also collaborate with the college's participatory governance leadership to provide professional development for their members, and with the professional development leads at Grossmont College and the District on district-wide professional development activities. This committee reports to the Student Success and Equity Council (SSEC), and reports matters of faculty development to the Academic Senate and matters of classified development to the Classified Senate.

### Meeting Schedule

Third Wednesday, 2:00-4:00 p.m.

### Tri-Chairs

Teaching and Learning Coordinator (faculty)  
Dean of Student Success & Equity  
Classified Senate representative to be chosen from the composition

### Composition

Classified Representatives (3)  
Full-Time Faculty Representatives (3)  
Part-Time Faculty Representatives (2)  
Student Services Dean  
Supervisor or Director (1 Administrator)  
Professional Development Specialist  
Student Representative\*

### Resources

Distance Education Coordinator  
OER Coordinator  
Student Success & Equity Coordinator  
Instructional Design Technology Specialist  
Student Services Specialist, Student Affairs  
Career Center Representative

### Notes

All committee members have a two-year renewable term length.

\*Student representatives are appointed by the Associated Student Government.

First reading, SSEC: 8/26/2021

Second reading & approval, SSEC: 9/10/2021

Approved, CCC: 9/14/2021

## WORKFORCE DEVELOPMENT COMMITTEE

### Charge

The Workforce Development Committee (WDC) will maintain currency on workforce related issues, the effect of emerging technologies on workforce preparation, participate in relevant initiatives or special projects that support workforce preparation, and collaborate in budgeting the college's Carl Perkins funding as well as other special funds to support workforce education and employability skills. The WDC participates in the college's integrated planning process and is responsible for reviewing and prioritizing Perkins funding requests in developing the college's annual Perkins Plan. The Perkins Plan will be submitted through the College's integrated planning process.

### Meeting Schedule

3<sup>rd</sup> Monday, 2- 3:30 p.m.

### Co-Chairs

Administrative Co-Chair: Instructional Dean

Faculty Co-Chair: Selected from and by the faculty membership of the committee to serve a two-year term

### Composition

Dean, Career & Technical Education

Program Coordinators for all Career Technical Education programs:

- |                              |  |                               |
|------------------------------|--|-------------------------------|
| ▪ Accounting                 | ▪ Child Development                          | ▪ Ornamental Horticulture     |
| ▪ Automotive                 | ▪ Computer and Information Science           | ▪ Paralegal                   |
| ▪ Business                   | ▪ Environmental Health and Safety Management | ▪ Real Estate                 |
| ▪ Business Office Technology | ▪ Graphic Design                             | ▪ Surveying                   |
| ▪ CADD Technology            |  | ▪ Water/Wastewater Technology |

Ex-officio members:

- |                 |                              |                                       |
|-----------------|------------------------------|---------------------------------------|
| ▪ CalWORKs      | ▪ DSPS                       | ▪ Tutoring & Study Skills Coordinator |
| ▪ Career Center | ▪ EOPS/Care                  | ▪ Veteran's Counselor                 |
| ▪ Counseling    | ▪ ESL Faculty Representative |                                       |

Other faculty and staff and regional representatives, as interests in special initiatives arise

First Reading: 10/28/14

Second Reading: 11/25/14

Approved: 11/25/14