



C U Y A M A C A  
· 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*

# Table of Contents

Commitment to Participative Governance Statement .....	2
Introduction .....	3
Roles of Participants in College Governance .....	4
Organizational Charts .....	6
Committees and Councils .....	7
Accreditation Steering Committee .....	8
Administrative Council .....	9
Administrative Services Program Review & Planning Committee .....	10
Cashiering Appeals Committee .....	12
College Technology Committee .....	13
Curriculum, General Education and Academic Policies and Procedures Committee .....	14
Cuyamaca College Council .....	16
Diversity, Equity & Inclusion Committee .....	18
Emergency Preparedness Committee .....	19
Enrollment Management & Marketing Committee .....	20
Environmental Sustainability Planning Committee .....	21
Executive Program Review & Planning Committee .....	22
Facilities Planning Committee .....	24
Institutional Effectiveness Committee .....	25
Instructional Council .....	26
Instructional Program Review & Planning Committee .....	27
Late-Add Class Petition Review Committee .....	28
Learning Assistance Center Advisory Committee .....	29
Online Teaching & Learning Committee .....	30
Petitions Committee .....	31
Professional Development Committee .....	32
Scholarship Committee .....	33
Student Center Advisory Committee .....	34
Student Discipline & Grievance Hearing Committee .....	35
Student Learning Outcomes & Assessment Committee (SLOAC) .....	36
Student Services Council .....	37
Student Services Program Review & Planning Committee .....	38
Student Success & Basic Skills Committee .....	40
Student Success & Equity Committee .....	41
Workforce Development Committee .....	42

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


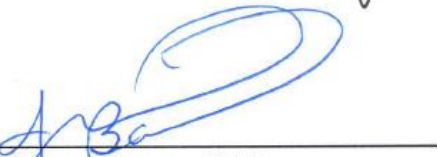
Cuyamaca College takes great pride in fostering a collegial and participatory approach to the planning and decision-making processes of the college. Clearly defined organizational and governance structures have been instituted at Cuyamaca College to ensure optimal participation for all constituency groups. 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: 2010-2016, sets forth five major Focus Areas for the institution:

- **Student Access**
- **Learning and Student Success**
- **Value and Support of Employees**
- **Economic and Community Development**
- **Fiscal and Physical Resources**

The members of the college community are committed to achieving the objectives of these Focus Areas 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!

  
Alicia Muñoz  
Academic Senate President  
Ariane Ahmadian  
Classified Senate President  
Julianna Barnes, Ed.D.  
College President  
Mariah Moschetti  
Associated Student Government President

## *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.



# *Organizational Charts*

Organizational charts for Cuyamaca College and the Grossmont-Cuyamaca Community College District are maintained on the Employee Intranet, at: <http://intranet.gcccd.edu/employee-resources/organization-charts.html>.



## *Committees and Councils*



## **ACCREDITATION STEERING COMMITTEE**

### **Charge**

The Accreditation Steering Committee serves to oversee, coordinate, and organize the process for development of the Accreditation Self Study in preparation for scheduled site visits by ACCJC. The committee establishes the timeline and oversees the process for completion of all tasks associated with the development of the Self Study, including but not limited to training and organization of subcommittees for each accreditation standard, gathering of information, documentation, and evidence, and writing and editing the final documents.

### **Meeting Schedule**

First Friday, 12:00–2:00 p.m.

Summer meetings as needed.

### **Chair(s)**

Vice President of Instruction (Accreditation Liaison Officer) and Faculty Accreditation Co-Chair

### **Composition**

The Accreditation Steering Committee is inclusive and representative of administrators, faculty, and staff and includes:

President, Vice President of Instruction/ALO, Faculty Accreditation Co-Chair

Tri-chairs of the 4 accreditation standards subcommittees:

Standard I (Mission & Institutional Effectiveness): Administrator, Faculty, Classified

Standard II (Student Learning Programs & Services): Administrator, Faculty, Classified

Standard III (Resources): Administrator, Faculty, Classified

Standard IV (Leadership & Governance): Administrator, Faculty, Classified

Student Representative from ASGCC

Community Member

Resources (ex-officio) Membership: Institutional Researcher (1), Librarian (evidence archive), Instructional Technology (web presence and evidence linkages)

First Reading: 2/12/11

Second Reading: 2/22/11

Approved: 2/22/11

## **ADMINISTRATIVE COUNCIL**

### **Charge**

This council 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, 8:30-10:30 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, Counseling Services

Dean, Math, Science & Engineering

Dean, Arts, Humanities & Social Sciences

Dean, Career & Technical Education

Dean, Learning & Technology Resources

Associate Dean, Athletics

Associate Dean, Student Affairs

Associate Dean, Student Equity & Engagement

Assistant Dean, Extended Opportunities Programs & Services

Bookstore Manager

Food Services General Manager

Student Success Coordinator

## **ADMINISTRATIVE SERVICES PROGRAM REVIEW & PLANNING COMMITTEE**

### **Charge**

The Administrative Services Program Review & Planning Committee is a shared governance structure for the college responsible for ensuring the effectiveness, achievement of outcomes, linkage with resource allocation and continuous quality improvement for all administrative services departments. This integrated process is -evidence-based, cyclical, participative, and focused on continuous quality improvement in support of the college's mission.

As such, it will:

- Facilitate excellence in customer service through review of departmental outcomes assessment and planning
- Evaluate department plans and prioritize activities based upon the college, unit and department goals
- Use program review data, goals and plans as a rationale for classified staffing, facilities improvements, facilities services, administrative support services, business & financial services, and budget allocation
- Provide a means for continuous dialogue among departments regarding department and unit effectiveness
- Provide the departments and college (CCC) with feedback and suggestions on program effectiveness in relation to departmental and unit goals with respect to the goals and mission of the college
- Evaluate the unit's Program Review practices and effectiveness and make recommendations for improvement, when necessary, to the Cuyamaca College Council.

### **Reporting**

The results of the committee's work are forwarded to the Cuyamaca College Council (CCC) in a summary report no later than the end of the fall semester each year.

### **Role of Committee Members**

Each Administrative Services Program Review and Planning Committee (ASPRPC) member will be responsible for the following activities which will include, but are not necessarily limited to the following during the year:

- Participation in ASPRPC Training so that they understand their role in the process of program review
- Read all department program review reports in a timely manner and contribute to committee dialogue regarding program and unit effectiveness
- Actively participate in prioritization of unit goals and ranking of requested staff positions within the unit
- Participate in development of summary reports to departments and CCC
- Act as ambassadors from the committee to all departments to ensure that the decisions of the committee are transparent and clearly understood by all.

### **Meeting Schedule**

Third Friday, 11:30 a.m.–1:00 p.m.

Other meetings as needed to fulfill the charge of the committee

### **Co-Chairs**

Vice President, Administrative Services

Administrative Services - representative

### **Composition**

Vice President, Administrative Services

Director, Campus Facilities, Operations & Maintenance

Administrative services supervisor

Administrative services classified staff members (2 facilities, 1 customer care, 1 finance)

At large non-administrative services classified staff member

Student Services Faculty member

Instructional Faculty members (2 representing different divisions)

Associated Students Representative

## **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

## 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  
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

Approved: May 2017

## **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, deletions and modification of courses and programs, and review the student learning outcomes of the college credit and non-credit curriculum;
- 2) approve courses for inclusion in the General Education package;
- 3) Curriculum Alignment, Articulation and Differentiation procedures between Grossmont and Cuyamaca Colleges;
- 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 forwarding to the College Policy and Procedures Committee.

### **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

Full-time faculty representing the following areas (6 total):

- Business/CTE
- Math
- Science/Engineering
- Liberal Arts
- Communication Arts
- Articulation Counselor

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. 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 (2), including Dean for Non-credit and Community Learning

First Reading: 10/10/00

Second Reading: 10/24/00

Approved: 10/24/00

**Notes**

Basic skills, library, non-credit, and part-time faculty are encouraged to serve on the Committee.

Preference for at-large appointments will go to non-credit and part-time faculty.

**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.



## CUYAMACA COLLEGE COUNCIL

### **Charge**

The Cuyamaca College Council (CCC) is the primary participatory governance body for the college. Its purpose is to provide recommendations to the College President on matters pertaining to the college's mission, strategic priorities, policies & procedures, institutional effectiveness, and resource allocation. The Council's work is grounded in research, high impact practices, and effective outcomes.

### **Council Responsibilities**

1. Serve as the primary participative, recommending body of the college as related to the college's mission, strategic priorities, policies & procedures, institutional effectiveness, and resource allocation.
2. Make resource recommendations to advance the college's mission and strategic priorities.
3. Consider recommendations regarding governance matters and college-wide policies and procedures.
4. Advance institutional effectiveness by ensuring the transparent integration of cyclical program review, learning outcomes assessment, planning, evaluation and resource allocation across the college's units.
5. Evaluate the effectiveness of the college's overall planning processes and institute improvements as necessary.
6. Coordinate the development and cyclic update of the college's mission statement and strategic plan priorities based on assessment and key performance indicator (KPI) data. Disseminate mission statement and college priorities ~~goals~~ yearly to drive planning processes for the college.
7. Coordinate a cyclical summary update that reports annual progress toward achievement of student learning and success and continuous improvement in support of the college mission as reflected in effective planning, evaluation and allocation of human, fiscal and physical resources.

### **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, Chair

Academic Senate President, Vice Chair

Classified Senate President or designee, Vice Chair

### **Composition**

President of the College

Vice Presidents (Instruction, Student Services & Administrative Services)

Sr. Dean of Institutional Effectiveness, Success, & Equity

Faculty or Classified Co-chairs of Unit Program Review Committees

Academic Senate President and Classified Senate President (or designee)

Bargaining Representatives (Faculty & Classified & Administration)

Associated Students President  
One at-large faculty member  
One at-large classified member

\*Terms of service for bargaining unit representatives and at-large faculty and classified members will be two years, with no limit on number of terms served.

## DIVERSITY, EQUITY & INCLUSION COMMITTEE

### **Charge**

The charge of the Diversity, Equity and Inclusion Committee (DEIC) is to build a culture of inclusivity that promotes a global consciousness at Cuyamaca College and its community. Our objective is to provide a welcoming environment that fosters cultural competence, equity and respect for all employees and students.

### **Mission:**

The Diversity, Equity and Inclusion Committee promotes acceptance of people of diverse age, ancestry, color, ability, ethnicity, perspective, national origin and language, religion, gender identity, sexual orientation, education, physical appearance, and socioeconomic status. The goal of the college Diversity, Equity and Inclusion Committee is to create a welcoming and inclusive educational environment conducive to student success, where all feel safe, valued and respected.

### **Structure:**

The Diversity, Equity and Inclusion Committee reports as needed to the Cuyamaca College Council (CCC) and the District-wide Diversity, Equity and Inclusion Council.

### **Meeting Schedule**

Second Monday, 2:30-4:00 p.m.

### **Chairs**

Administrative Co-Chair: Designated by the college president

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

Classified Co-Chair: Selected from classified committee membership

### **Composition**

Classified Staff (2)

Full-time Faculty (3)

Part-time Faculty

Administrators (2)

Associated Students Representative

Additional resource people as needed

## 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

## **ENROLLMENT MANAGEMENT AND MARKETING COMMITTEE**

(Sub-Committee of CCC)

### **Charge**

This committee will seek to increase enrollments, improve retention and persistence consistent with Cuyamaca College's resources, facilities, and staff capacities. This committee makes recommendations to the Vice President of Student Services and the Cuyamaca College Council.

### **Meeting Schedule**

Meets monthly as needed

### **Chair**

Manager, Admissions and Records

### **Composition**

Manager, Admissions & Records

Vice President, Student Services

Dean of Instruction

Dean, Learning & Technology Resources

Associate Dean, Student Affairs

Student Success Coordinator

Faculty Representatives (2): (1 Counselor, 1 At-Large)

Communication and Public Information Director (District)

Graphic Coordinator

Web & Technical Support Specialist

Associated Students Representatives (2)

### **Adopted**

2/96

### **Revised**

11/97

2/99

9/00

5/01

10/02

1/09

5/09

5/13

## **ENVIRONMENTAL SUSTAINABILITY PLANNING COMMITTEE**

### **Charge**

The college Environmental Sustainability Planning Committee (ESPC) works to improve environmental stewardship and sustainability in all areas of the college, including educational programs & services; facilities & operations; operations and professional development & community outreach activities. The ESPC reviews data, plans and conditions affecting environmental sustainability, and makes recommendations related to environmental stewardship to enhance the teaching and learning environment and improve student success. The ESPC is also responsible for developing, monitoring, and revising the College Sustainability Plan, and making recommendations for implementation. The ESPC reports to the Cuyamaca College Council (CCC). The ESPC is also responsible for developing, assessing, and revising committee goals on an annual basis, and reporting the results to the CCC each spring semester.

### **Meeting Schedule**

Third Thursday, 9:00–10:30 a.m.

### **Chair**

Administrative Co-Chair: Vice President, Administrative Services

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

### **Composition**

Vice President, Administrative Services

Director, Facilities, Operations and Maintenance

Classified Representatives (3)

Faculty Representatives (3)

Associated Students Representative

Other Resource Members as needed

First Reading 4/10/12

Second Reading 5/8/12

Approved 5/8/12

## **EXECUTIVE PROGRAM REVIEW & PLANNING COMMITTEE**

### **Charge**

The Executive Program Review & Planning Committee (EPRPC) is a shared governance structure for the college responsible for ensuring the effectiveness, achievement of outcomes, linkage with resource allocation and continuous quality improvement for all executive units. This integrated process is evidence-based, cyclical, participative, and focused on continuous quality improvement in support of the college's mission.

As such, it will:

- Facilitate excellence in customer service through review of unit outcomes assessment and planning
- Evaluate unit plans and prioritize activities based upon the college, unit goals
- Use program review data, goals and plans as a rationale for classified staffing, facilities improvements, facilities services, executive unit support services, business & financial services, and budget allocation
- Provide a means for continuous dialogue on institutional effectiveness
- Provide the units with feedback and suggestions on institutional effectiveness with respect to the goals and mission of the college
- Evaluate the unit's Program Review practices and effectiveness and make recommendations for improvement, when necessary, to the Cuyamaca College Council (CCC).

### **Reporting**

The results of the executive program review work are forwarded to the Cuyamaca College Council in a summary report no later than the end of the fall semester each year.

### **Role of Committee Members**

Each Executive Program Review & Planning Committee (EPRPC) member will be responsible for the following activities which will include, but are not necessarily limited to the following during the year:

- Participation in EPRPC Training so that they understand their role in the process of program review
- Read all unit program review reports in a timely manner and contribute to committee dialogue regarding program and unit effectiveness
- Actively participate in prioritization of unit goals and ranking of requested staff positions within the unit
- Participate in development of summary reports to CCC.
- Act as ambassadors from the committee to CCC to ensure that the decisions of the committee are transparent and clearly understood by all.

### **Meeting Schedule**

Fourth Tuesday, 9:00-10:00 a.m.

Other meetings as needed to fulfill the charge of the committee

### Co-Chairs

President

President, Academic Senate

### Composition

Vice President, Administrative Services

Vice President, Student Services

Vice President, Instruction

Vice President, Classified Senate

Dean\*

Faculty\*

Staff – executive administrative support

Associated Students Representative

\* The dean and faculty member are to be from different units (one from Instruction and one from Student Services).



## **FACILITIES PLANNING COMMITTEE**

### **Charge**

The College Facilities Planning Committee (FPC) works to build and implement an integrated facilities planning model for the college that enhances the teaching & learning environment to improve student success. The FPC is an integral part of Cuyamaca's integrated planning process, and as such is responsible for developing the college's annual facilities plan. Each fall semester the FPC will review and rank facilities requests submitted to the Program Review & Planning Committees and, based on these rankings, produce a report outlining the recommended college facilities priorities for the following year. The FPC is also responsible for developing, monitoring and revising the College Facilities Master Plan, and making recommendations for implementation. The FPC reports to the Cuyamaca College Council (CCC) and serves as a liaison to the District Facilities Planning Office. The FPC is also responsible for developing, assessing and revising committee goals on an annual basis, and reporting the results to the CCC each spring semester.

### **Meeting Schedule**

1<sup>st</sup> and 3<sup>rd</sup> Tuesdays, 2-2:30 p.m.

### **Chair**

Administrative Co-Chair: Vice President, Administrative Services

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

### **Composition**

Vice President, Administrative Services

Director, Facilities

At-Large Faculty Members (3)

At-Large Classified Staff Members (2)

Associated Students Representative

First Reading: 8/23/11

Second Reading: 9/27/11

Approved: 9/27/11

## **INSTITUTIONAL EFFECTIVENESS COMMITTEE**

### **Charge**

The Institutional Effectiveness Committee (IEC) works to build and advance a culture of evidence and inquiry at the college in which data are used to inform decision-making, to improve student learning and achievement, and to enhance institutional effectiveness through the process of continuous quality improvement. The IEC is an important component of Cuyamaca's integrated planning processes, serving as the integration point for college-wide planning and evaluation activities, working with the Program Review and Planning Committees and the Student Success and Equity Committee, and reporting and making recommendations to the Cuyamaca College Council (CCC). The IEC will have a strong working relationship with the Institutional Effectiveness, Success, and Equity unit as well as the GCCCD Research, Planning, and Institutional Effectiveness Office. In the spring semester, the IEC will produce and recommend the college planning and research agenda for the following year. The IEC is also responsible for developing, assessing, and revising committee goals on an annual basis.

### **Meeting Schedule**

First and third Wednesdays, 10:00–11:30 a.m.

### **Chair**

Administrative Co-Chair: Sr. Dean, Institutional Effectiveness, Success and Equity  
Faculty Co-Chair: Selected from and elected by faculty committee membership

### **Composition**

Administrator  
Student Services Faculty Representative  
MSE Faculty Representative  
CTE Faculty Representative  
AHSS Faculty Representative  
At-large Faculty Representative  
SLO Coordinator  
Student Services (non-faculty) Representative  
Instructional Services (non-faculty) Representative  
Associated Students Representative  
Cuyamaca Campus Based Researcher  
Academic Senate President or Designee

Last Updated: November 2017

## **INSTRUCTIONAL COUNCIL**

### **Charge**

The Instructional Council is the advisory council 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 council is to facilitate collaboration and teamwork, and to promote dialogue and joint problem solving among the council representatives on key matters. This council 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, Arts, Humanities & Social Sciences  
Dean, Learning & Technology Resources  
Dean, Counseling Services

### **Resources**

Academic Senate President  
Instructional Operations Supervisor  
Associate Dean of Athletics  
DSPS Coordinator  
Tutoring & Study Skills Coordinator

First Reading: 5/8/12  
Second Reading: 5/22/12  
Approved: 5/22/12

## **INSTRUCTIONAL PROGRAM REVIEW & PLANNING COMMITTEE**

### **Charge**

The Instructional Program Review & Planning Committee is a shared governance structure for the college responsible for ensuring the effectiveness, achievement of outcomes, linkage with resource allocation and continuous quality improvement for all instructional departments in support of student learning and achievement. This integrated process is data driven, cyclical, participative, and focused on continuous quality improvement in support of the college's mission.

As such, it will:

- Facilitate program improvement through review of discipline analysis of student learning outcomes assessment at the course and program levels;
- Evaluate discipline plans and prioritize activities based upon the college, unit and department goals;
- Use program review data, goals and plans as a foundation for prioritization for faculty and classified staffing, facilities improvements, professional development needs, curriculum planning and budget allocation;
- Provide a means for continuous dialogue among departments regarding department and unit effectiveness;
- Provide the departments and college with feedback and suggestions on program effectiveness in relation to student learning, discipline, department and unit goals, with respect to the goals and mission of the college; and
- Evaluate the unit's program review and planning practices and effectiveness and make recommendations for improvement, when necessary, to the Cuyamaca College Council.

### **Reporting**

The results of the committee's work are forwarded to the Cuyamaca College Council (CCC) in a summary report no later than the end of the fall semester each year.

### **Role of Committee Members**

Each Instructional Program Review and Planning Committee member will be responsible for the following activities which will include, but are not necessarily limited to the following during the year:

- Participation in Program Review and Planning Committee training so that they understand their role in the process of program review;
- Act as liaison with instructional disciplines during the fall semester in order to answer questions, gain a clear understanding of each department's goals and needs, and assure that the discipline reports are complete;
- Read all discipline annual updates and program review reports in a timely manner and contribute to committee dialogue regarding program and unit effectiveness;
- Actively participate in prioritization of unit goals and ranking of requested faculty and staff positions within the unit

## **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 Cuyamaca College 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, 3:00-4:30 p.m.

### **Co-Chairs**

Faculty

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:

- Math Faculty Representative

- Writing Center Director (Faculty)

- Student Services Faculty Representative

- CTE Faculty Representative

- Science & Engineering Faculty Representative

- Arts, Humanities & Social Sciences Faculty Representative

Associated Student Representative (Not a Learning Assistant)

Learning Assistant Representative

Last Updated: February 2018

## **ONLINE TEACHING & LEARNING COMMITTEE**

### **Charge**

Reports to and submits recommendations for consideration and approval to the Instructional 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.

### **Meeting Schedule**

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

### **Co-Chairs**

Faculty

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)**

IS Representative

First Reading: 3/25/03

Second Reading 4/8/03

Approved: 4/8/03

Revised: 5/09

## **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



## **PROFESSIONAL DEVELOPMENT COMMITTEE**

### **Charge**

This committee coordinates professional development for all college constituencies and makes decisions on the allocation of professional development funds that support the strategic priorities as outlined in the institutional planning documents. These priorities are intended to advance and improve student success and equity. This committee recommends policy on professional development issues within the framework of Title 5 regulations. This committee reports to CCC, and reports matters of faculty development to the Academic Senate.

### **Meeting Schedule**

Third Wednesday, 2:30-4:00 p.m.

### **Tri-Chairs**

Professional Development Coordinator (faculty)  
Administrator (appointed by College President)  
Classified Senate President, or designee

### **Composition**

Classified Representatives (3)  
Faculty Representatives (3)  
Adjunct Faculty Representative  
Associate Dean, Student Equity and Engagement

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

District Professional Development Specialist  
Associate Dean of Student Affairs

### **Notes**

Committee members have a two-year renewable term length, staggered for continuity. The adjunct faculty member has a one-year renewable term.

Last updated: May 2017

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## **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 LEARNING OUTCOMES & ASSESSMENT COMMITTEE (SLOAC)**

### **Charge**

The Committee is charged with coordinating and facilitating ongoing outcomes-based assessment processes across the college. 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 committee will be responsible for 1) overseeing assessment of Institutional Learning Outcomes (ILO), the University Studies and General Studies Program Outcomes (PLO) and the dialogue associated with those assessments, 2) overseeing the input of assessment data onto TracDat and the reports that it provides, and 3) preparing SLO related reports for ACCJC. The committee reports to the Cuyamaca College Council (CCC) and the Academic Senate.

### **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**

Administrator  
Instructional Faculty Representative  
Articulation Officer  
Classified Staff Representative  
Student Representative

### **Resources**

Office of Institutional Effectiveness, Research & Planning Specialist  
TracDat Coordinator  
Accreditation Co-Chair

A specialist from the Office of Institutional Effectiveness, Research & Planning serves on the committee as needed to provide technical assistance with regard to assessment methods and data collection and analysis.

Last updated: 12/13/16

## **STUDENT SERVICES COUNCIL**

### **Charge**

The Advisory Council 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 council is to provide teamwork and joint problem solving among all the student services representatives. This council 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, DSPP  
Coordinator, EOPS  
Coordinator, CARE  
Coordinator, Student Success  
Program Specialist, CalWORKS  
Director, Financial Aid  
Instructional Dean  
Academic Senate President  
Student Representative

First Reading: 4/26/11

Second Reading: 5/10/11

Approved: 5/24/11

## **STUDENT SERVICES PROGRAM REVIEW & PLANNING COMMITTEE**

### **Charge**

The Student Services Program Review and Planning Committee is a shared governance structure for the college responsible for ensuring the effectiveness, achievement of outcomes, linkage with resource allocation and continuous quality improvement for all Student Services departments in support of student learning and achievement. The integrated process is evidence-based, cyclical, participative, and focused on continuous quality improvement in support of the college's mission.

As such, it will:

- Facilitate program improvement of Student Services departments and programs through cyclical program review, student learning outcomes assessment, and planning.
- Facilitate resource allocation by using program review data as a rationale for faculty and classified staffing, facilities improvements, professional development needs, technology needs, research/data needs, and other budget needs.
- Facilitate the annual evaluation of Student Services program review, student learning outcomes assessment, and planning through peer review teams that will provide recommendations and commendations to each department and program.
- Provide a means for continuous dialogue regarding the effectiveness of Student Services departments and programs, and the unit overall.
- Provide the Student Services unit and college (CCC) with feedback and recommendations on department/program effectiveness in relation to student access and success, and student satisfaction and learning, from an equity lens and with respect to the goals and mission of the college.
- Evaluate the Student Services program review, student learning outcomes assessment, and planning processes and effectiveness and make recommendations for improvement, when necessary, to the Cuyamaca College Council (CCC).

### **Meeting Schedule**

Fourth Thursday, 8:30–10:00 a.m.

### **Co-Chairs**

Vice President, Student Services

Full-time Faculty Member

### **Composition**

Vice President, Student Services

Dean, Counseling Services

Associate Dean, Student Affairs

Associate Dean, Athletics

Assistant Dean, EOPS

Categorical Designee

Department Chair, Counseling

Financial Aid Administrator

Instructional Dean

Faculty Members (2 Student Services; 1 Instruction; 1 Categorical) (4)

Classified Staff Members (1 from categorical programs; 1 from other student services area) (2)

Associated Students Representative

Admissions & Records Administrator



## STUDENT SUCCESS & BASIC SKILLS COMMITTEE

### Charge

The Committee is responsible for facilitating student learning & success among Basic Skills students such that they achieve the foundational skills necessary to complete college-level work. These activities include the areas of: organizational and administrative practices, program components, staff development, and instructional practices. The Committee is responsible for applying the state-based criteria by which proposals for Basic Skills funding will be reviewed and prioritized for available funding. When ranking proposals for funding for requested activities, the Committee will also review the impact on improvement and completion rates and activity/ interventions that worked or did not work. The committee will provide guidance for coordination of alternative funding sources (ex: grants, contracts, etc.) that support basic skills. The committee reports to the Cuyamaca College Council and the Academic Senate. The committee serves as a channel for Basic Skills-related activities among and between departments and organizational units of Student Services and Instruction.

### Meeting Schedule

First Friday from 9:00–11:00 a.m.

### Co-Chairs

Vice President, Instruction or Vice President, Student Services or a designated instructional administrator

Basic Skills Coordinator (Faculty)

### Composition

Vice President, Instruction

Vice President, Student Services

Instructional Dean

Student Services Administrator

Tutor & Study Skills Representative

DSP&S Representative

Faculty (6—1 each from English, ESL, Reading, Mathematics, Student Success & Support Program (SSSP) Coordinator/Counseling, and Career & Technical Education)

Classified Representative from Instruction or Student Services

Resource: Representative from District Research, Planning, & Institutional Effectiveness

Other resource persons as needed

First Reading 9/23/14

Second Reading waived

Approved 10/14/14

## **STUDENT SUCCESS AND EQUITY COMMITTEE**

### **Charge**

The Student Success and Equity Committee serves as a channel for Basic Skills and Student Equity related activities among and between departments and the organizational units of Student Services and Instruction, and is responsible for the facilitation of student learning and success for Basic Skills and disproportionately impacted students such that they achieve the foundational skills necessary to complete college-level work and educational goal completion. The areas of focus include: organizational and administrative practices, program components, staff development, and instructional practices. The Student Success and Equity Committee shall be responsible for the development of the Student Equity Plan to create a responsive, flexible, educationally sound, and research-based approach to supporting student groups that have met the test for disproportionate impact at Cuyamaca College.

The Committee is responsible for applying the state-based criteria and allow ability guidelines by which proposals for the Basic Skills Initiative and/or Student Equity allocations will be reviewed and prioritized for available funding which are identified with the Student Equity Plan and/or meet the intended goals and outcomes of the state Basic Skills Initiative. Additionally, the Committee will provide guidance for coordination of alternative funding sources (e.g. grants, contracts) that support basic skills and student equity.

When ranking and prioritizing funding proposals for allowable activities, the Committee will consider the impact on access, student success, retention, persistence, and completion rates. Committee review of submitted proposals will also consider an evaluation plan of an intended activity and/or intervention.

The Student Success and Equity Committee reports to the Cuyamaca College Council and the Academic Senate.

### **Meeting Schedule**

First Friday from 9:00-11:00 a.m.

### **Tri-Chairs**

BSI Coordinator, Counseling Faculty, and Equity Administrator

### **Composition**

Instructional Dean  
Dean of Counseling  
Equity Administrator  
Tutoring Specialist (Classified)  
Campus-based Researcher (Classified)  
Professional Development Coordinator (Faculty)  
English/Reading Faculty  
Math Faculty

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

Technology

Ex-officio members:

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

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