

captured in the document Elements of Decision Making posted to the RCCD website. See also the chart on page 10.

## Cerro Coso Community College Process of Decision Making

Participatory governance at Cerro Coso Community College relies on advisory committees, each concerned with functions critical to the well-being of the college community. The decision-making process occurs through recommendations to the president from College Council. Sub-committees, associated committees, and constituent groups present items to College Council for consideration. College Council then considers the submissions, engages in dialogue, and makes final recommendations to the president. Although the authority to make decisions for the college rests with the president, great responsibility lies with the recommending bodies to provide the president with the information needed to make the decisions that are in the best interest of the college and its students. See chart on page 11.

College Council is structured to serve as the primary recommending body to the college president and works closely with associated and reporting committees to inform the work of the council and its constituents. College Council does not develop policy but may establish guidelines as recommended by the standing committees and task forces. Information is provided on a regular basis by representatives of human resources, the Cerro Coso Community College Foundation, and facilities construction.

Other governance and representative groups at the college include:

- Academic Senate (academic and professional matters of full- and part-time faculty)
- Administrative Cabinet (management)
- California State Employees Association (CSEA) (working conditions of permanent full-time and part-time classified staff)
- Classified Senate (governance matters of all classified staff)
- Community College Association (CCA) (working conditions of full- and part-time faculty)
- Student Government of Cerro Coso (SGCC) (students)

## College Council

College Council is primarily responsible for setting the mission, vision, values, institution-set standards and institutional priorities (or strategic goals) of the college. The mission, vision, values, institution-set standards, and institutional priorities are reviewed every three years to ensure appropriateness, relevance, and currency. In all its actions, College Council places the highest value on building communication and trust with the entire college community, and in using consensus to reach its decisions. It defines a shared vision that has college-wide support. It integrates the planning efforts of all organizations within the college. It makes recommendations regarding district policy, college procedures, instruction, student services, facilities, financial planning, staffing, and organizational development. And it defines the roles of, gives direction to, and coordinates operations of sub- and associated committees where appropriate.

Each constituent group retains all rights granted it by state law, the Education Code, Title 5, board policy, and negotiated collective bargaining agreements. These groups cannot give away those rights. Access to College Council is available to constituent groups through their designated representatives. College Council actions and activities are communicated via a shared workspace located on the college website and Inside CC. Representatives will be responsible for communicating issues and information to their constituent group and for providing feedback and input which has been requested by College Council.

The college president and the academic senate president shall co-chair College Council. The co-chairs shall be responsible for reviewing minutes and creating agendas that reflect the areas of responsibility of College Council. The agenda building process will allow for agenda suggestions from all College Council members and members of the college community. As a college work group not established through state law, College Council is not a Brown Act Committee.

## Structure of College Council

College Council is structured to serve as the primary recommending body to the college president and works closely with associated and reporting committees to inform the work of the council and its constituents. College Council does not develop policy but may establish guidelines as recommended by the standing committees and task forces. The college president and the academic senate president shall co-chair College Council. The co-chairs shall be responsible for reviewing minutes and creating agendas that reflect the areas of responsibility of College Council. The agenda building process will allow for agenda suggestions from all College Council members and from members of the college community.

Members from the various constituent groups bring items of concern to College Council through their representative or through an appropriate standing committee. When items are brought from committees or constituent groups to College Council, the proposal is discussed, accepted, rejected, or sent back to the originating group for additional information. Similarly, once an item has reached the college president, the president has the same options as College Council. However, if the college president does not accept the recommendations of College Council, the reasons for not accepting the recommendation(s) will be made in writing, in a timely manner, to the members of College Council.

The associated and reporting committees of College Council are: (see Appendices A-J for committee information)

### Reporting

- Facilities Committee
- Safety & Security Committee
- Technology Resource Team
- Student Success and Support Council

### Associated

- Accreditation Steering Committee
- Budget Development Committee
- Institutional Effectiveness Committee
- Professional Development Committee

## Role of College Council

Specifically, College Council

- serves as the chief advisory body to the college president
- serves as the participatory recommending body of the college
- develops a shared vision, mission, and strategic goals for the college
- factors the college mission into all recommendations
- recommends the annual college budget
- evaluates the effectiveness of the participatory governance process
- provides a conduit for receiving and disseminating information college-wide
- oversees and assesses the strategic direction of the college
- assesses progress on the College's strategic goals annually

## College Council Membership

College Council recommends that representative term limits should be two-to-three year terms at the discretion of each senate or representative selection committee. Note: The president's assistant serves as permanent note-taker for College Council.

- President, co-chair
- Academic Senate President, co-chair
- Vice President, Instruction
- Vice President, Student Services
- Vice President, Fiscal and Administrative Services
- Mid-level Management, one representative
- Faculty, four representatives in the areas of Career Technical Education, Letters and Sciences, Student Services, member at large
- CCA, one representative (at least one of the five faculty representatives should be from a non-main campus location: ESCC, KRV, EK, or Tehachapi)
- Classified Senate, one representative
- CSEA, Chapter 617, two representatives
- Student Government, the SGCC President and one additional representative
- Director, Eastern Sierra College Center
- Director, East Kern Center and Kern River Valley

## Evaluation and Assessment

College Council conducts an annual assessment of the effectiveness of the participatory governance process in general and of College Council specifically. This assessment is conducted through surveying the College Council representatives of all constituent groups as well as the college community as a whole. Where feedback suggests areas for improvement, focus groups may be conducted to further evaluate a problem area for more specific information and the development of an improvement plan. Results of this assessment are reported out at College Council, and gaps to be addressed are reported out through the governance process and messaged in college communications such as the president's weekly brief or the Progress Report.

## College Constituencies

These constituency groups contribute to the participatory governance process and are made up of entities that, because they are constituted by state law, fall under the Brown Act.

### Academic Senate

#### Purpose

The Cerro Coso Community College Academic Senate is the official organization for the professional development and support of all college faculty members.

## Membership

Membership includes all full- and part-time certificated staff members, excluding administrators.

## Responsibilities

Title V §53200 (b): Academic Senate means an organization whose primary function is to make recommendations with respect to academic and professional matters. Section 53200 (c) “Academic and professional matters” means the following policy development and implementation matters:

- Curriculum, including establishing prerequisites and placing courses within disciplines
- Degree and certificate requirements
- Grading policies
- Educational program development
- Standards or policies regarding student preparation and success
- District and college governance structures, as related to faculty roles
- Faculty roles and involvement in accreditation processes, including self-study and annual reports
- Policies for faculty professional development activities
- Processes for program review
- Processes for institutional planning and budget development
- Other academic and professional matters as mutually agreed upon between the governing board and the Academic Senate

## Faculty Union (KCCD CCA/CTA/NEA)

### Purpose

The primary purposes of this association is to represent its members in their relations with their employer, and to seek to be the exclusive representative of appropriate units of college employees in all matters relating to employment conditions and employer-employee relations including, but not limited to, wages, hours, and other terms and conditions of employment;

### Membership

KCCD CCA represents all faculty (full-time and adjunct) of KCCD including Cerro Coso Community College. Paid membership is voluntarily and open to all faculty, full- and part-time.

### Responsibilities

As established in its by-laws, CCA

- forms a representative body capable of developing group opinion on professional matters to speak with authority for teachers
- implements the Association’s policies and goals through negotiations with the Kern Community College District
- provides an opportunity for continuous study and action on problems of the profession including, but not limited to, political and legislative activities
- provides a means of representation for its ethnic, minority, and other historically underrepresented members

- promotes professional attitudes and ethical conduct among members
- encourages cooperation and communication between the profession and the community
- fosters good fellowship among members.

## Administrative Cabinet

### Purpose

The Administrative Cabinet meets monthly to discuss matters affecting the college and to be certain that tasks will be accomplished in a timely manner. The cabinet is accountable to the president, the RCCD chancellor, and the board of trustees for the efficient and effective operations of the College and stewardship of the public trust. The Administrative Cabinet does not fall under the Brown Act, nor does it operate under a constitution

### Membership

All educational and classified administrators as well as the assistant to the president participate in Administrative Cabinet meetings.

### Responsibilities

- Maintain the direction of the college in compliance with education code, regulatory code, board policy, collective bargaining agreements, and standards of accreditation
- Assure that student needs are being met
- Assure that instruction is carried out as approved by the Curriculum and Instruction Council and that student learning outcomes are established, assessed, and lead to improvements in student learning and achievement
- Direct the faculty and staff of the college to support the mission, vision, and values of the district and the college within the guidelines of state law, accreditation standards, board policy, and any pertinent labor contracts
- Maintain the facilities and support services of the college so that the mission may be accomplished.

## Classified Senate and California State Employees Association (CSEA)

### Purpose

The Classified Senate serves as one of the official organizations for the professional development and support of the college's classified staff, providing a central mode of communication and to promote the well-being of the Classified Staff. CSEA is the bargaining unit for the classified employees. Under Senate Bill 235, CSEA was granted additional rights as the exclusive representative in regards to labor bargaining issues within the decision making process. Together, these two bodies collectively have chosen to represent classified in a spirit of collaboration in the best interest of the classified members in participatory governance.

### Membership

Classified Senate and CSEA include all members of the full-time and part-time permanent classified staff.

### Responsibilities

- Develop and periodically review, and revise, as necessary, a constitution and by-laws
- Select representatives to College Council. The selection will be determined according to the process outlined between the Classified Senate and the CSEA, Chapter 617

- Take responsibility for an active role in participatory governance, develop a classified staff perspective on college issues and proposals, and provide input to and receive information from College Council Representatives
- Provide for a direct communication link between individual members and College Council
- Develop Senate standing committees, as necessary, and submit their functions and membership to College Council for review and recommendations

## Student Senate

### Purpose

The Student Senate is the official organization of the Student Government of Cerro Coso, which provides for representation of all approved clubs and other student groups.

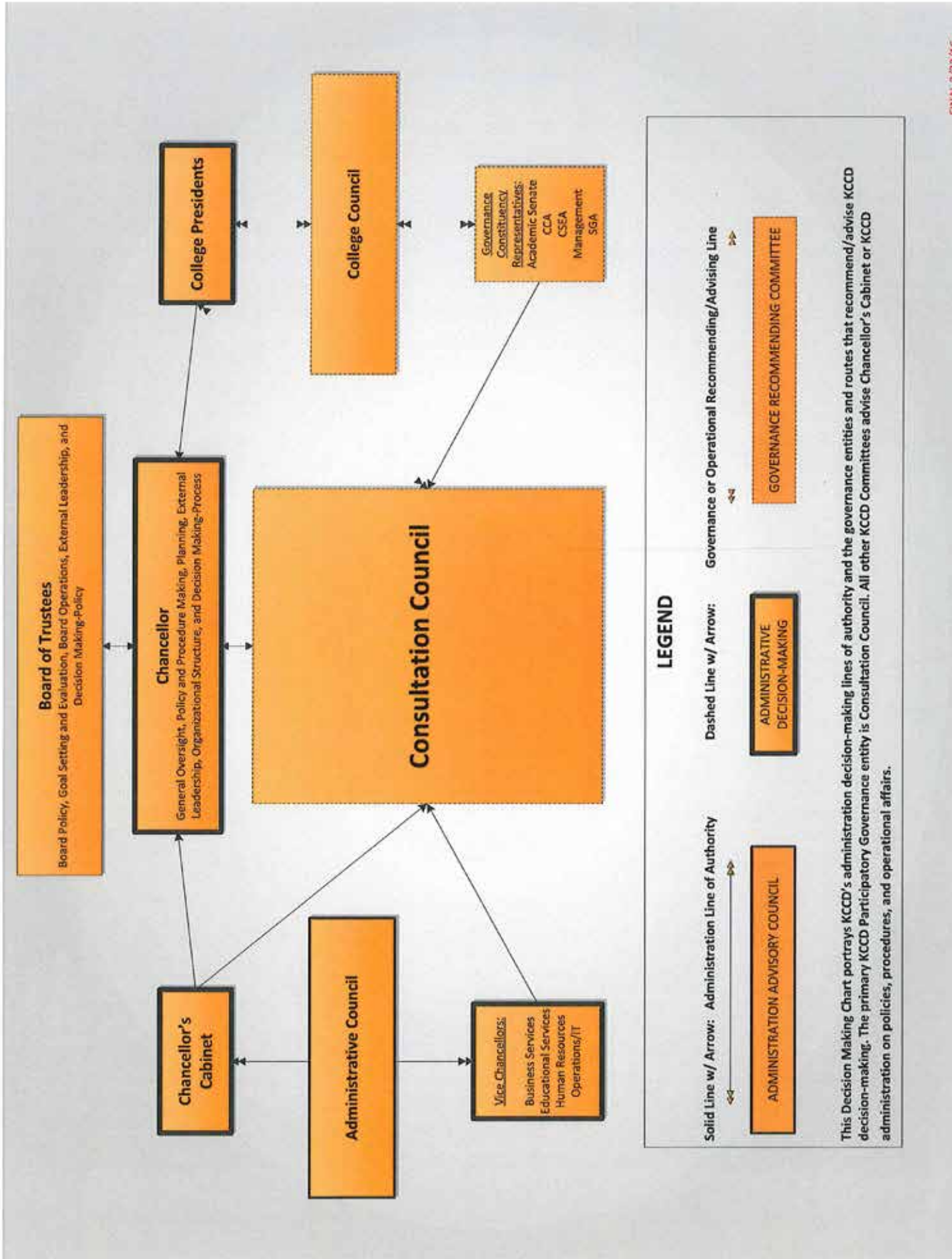
### Membership

The Student Senate includes all interested students and student representatives of approved clubs and other student organizations.

### Responsibilities

- Establish a constitution and bylaws
- Develop processes for selecting the student representatives on College Council and sub- and associated committees, as appropriate
- Take responsibility for an active role in participatory governance
- Develop student perspective on campus issues and proposals, and provide input to and receive information from, College Council Representatives
- Provide a forum to discuss college issues and facilitate communication between students and staff
- Provide for a direct communication link between individual students and College Council
- Develop, as necessary, Senate standing committees, and submit their functions and membership to College Council for review and recommendations

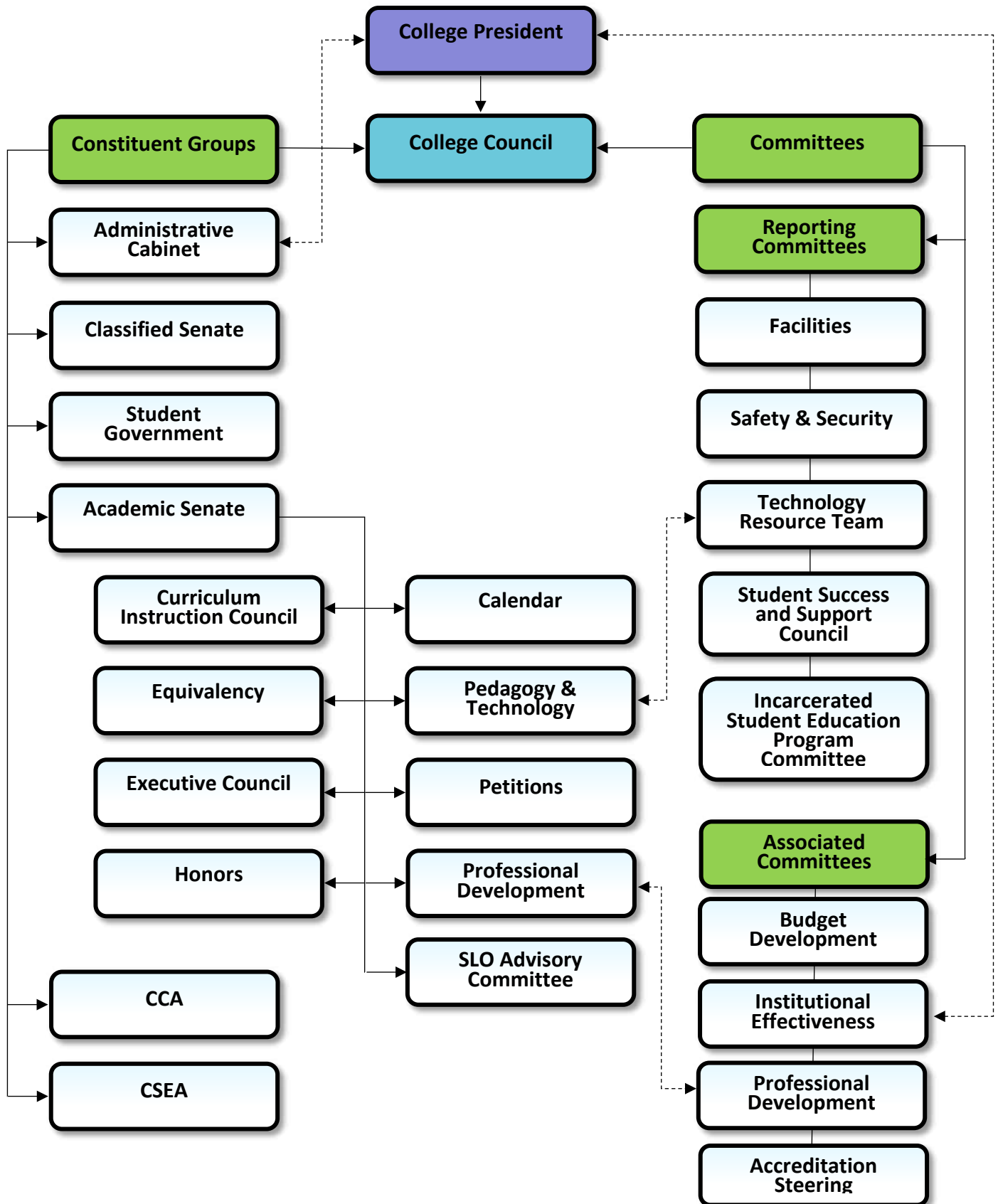
# KCCCD Decision Making Flow Chart



FINAL 2/23/16



# Cerro Coso Community College Decision Making Flow Chart





# Procedures for College Council and Its Committees

## Agendas

Agendas should be posted 72 hours in advance as a best practice. Action items appearing on any agenda must be specific. Agendas should include the following.

- Date, time, and location
- Committee purpose or mission statement
- CCCC mission
- Meeting facilitator
- Approval of previous meeting minutes
- Discussion items
- Information items
- Committee reports
- Future meeting dates
- Future agenda items and review of action items of current meeting

See Appendix L for an agenda template.

## Minutes

Minutes should be kept for all committee meetings; this includes standing committees. Any handouts that were passed out must be kept attached to the minutes. Minutes are the primary tool for communication and serve as a reporting method and a means of distributing information to constituent groups. Minutes should be distributed to committee members within one week following a meeting in draft form for review and input. Minutes should be reviewed and approved at the next meeting of the committee. Minutes should be posted to the governance location on the college website.

Minutes should include:

- Date, time, and location of the meeting
- Type of meeting
- Name(s) of meeting facilitator(s)
- A listing of members present, members absent, and guests present
- Committee's purpose or mission statement
- Added action items
- Summaries of reports given
- Decision or action taken on all action items, who was responsible, and when completed
- Future meeting dates
- Time meeting was adjourned

See Appendix M for a minutes template.

## Meeting Schedule

College Council meets twice a month during the primary terms of fall and spring semesters. Meetings are held during the summer session rarely and only if absolutely necessary. The college president shall be responsible for providing all necessary clerical support for College Council, including a recorder for all College Council meetings.

All associated and reporting committees are expected to meet at least once a month in order to provide a conduit for information to get out to constituent groups and feedback to be generated for reporting back to College Council in a timely manner. The chair is responsible for arranging for all necessary clerical support for each associated and reporting committee.

## Conducting Meetings

### Quorum

A quorum consists of a majority of the voting members. Substitutes for members are allowed on a meeting-to-meeting basis and may vote, with the exception of chair elections.

### Voting

All voting must be public. For College Council itself, a motion passes if there is consensus. Lack of support by three or more voting members indicates an absence of consensus. For associated and reporting committees, a motion passes if a majority of those present vote in favor of the motion.

### Absences

Because of the importance of all college constituencies being represented effectively in the participatory governance process, members of College Council or its associated and reporting committees are expected to attend all regular meetings. Members can send substitutes in their absence, if appropriate. As indicated above, substitutes may vote except for chair elections.

## Changes to Committee Representation

In the event that an associated or reporting committee of College Council determines that its representation should be modified, the Chair of the Committee should bring a recommendation forward to College Council in the same way that other recommendations are brought before the Council.

## Committee Websites

College Council and each participatory governance committee is expected to post meeting agendas, materials, and minutes in the location available from the college website reserved for that purpose. The primary purpose of this site is to serve as a college-wide resource and repository of committee documentation and information. The website should be kept current and have a means to contact committee representatives. Information available on the website should include, but not be limited to:

- Mission/Charge/Purpose
- Committee Chair
- Membership (including areas represented)
- Term Limits

- Minutes
- Agendas
- List of scheduled meetings

## Institutional Planning

College Council integrates the institutional planning efforts of all organizations within the college. As previously mentioned, College Council sets the direction of the college through the assessment and review of the college's mission, vision, values, institution-set standards, and strategic goals. In addition, College Council plays a fundamental role in the annual integrated planning effort to ensure that all departments and units are participating in the process and that all constituent groups are represented for report-outs, discussions, and recommendations.

### Review and Revision of the Mission and Other Guiding Principles

The mission, goals, vision, and values of Cerro Coso Community College define the college's purpose and identity and are the basis for institutional planning and the evaluation of institutional effectiveness. Institution-set standards are established, assessed, and published with respect to student achievement in relation to the institution's mission. And institutional priorities are set for the purpose of continuously improving student learning and achievement of the mission. In order to ensure that programs and services are aligned with the purposes of the college and district, as well as designed and organized to serve immediate and long range community needs, a formal procedure is established for the regular review and revision of mission statement and other guiding principles.

#### Systematic Three-Year Review

The mission statement, vision, values, institution-set standards, and strategic goals are reviewed once every three years in concert with RCCD's three-year district-wide planning effort. Starting in the most recent cycle, the colleges took the lead in reviewing and revising their guiding principles first in the spring of 2018, to be followed by a review and revision of RCCD's guiding principles in the fall.

The college president calls an ad hoc committee to accomplish this task instead of charging it directly to College Council. This ensures a broad base of input from engaged stakeholders. College Council still receives the report from the committee, discusses the review, reports to stakeholders for feedback, and votes to recommend to the president.

#### Triggered Review

An off-cycle review and revision may be called at any time by the president if recommended to do so by College Council or if, in the president's judgment, circumstances warrant it. Examples of such a triggering event might be:

- change in the California Community College system direction or focus
- sudden or profound demographic shifts in the service area
- significant local or state-wide economic developments
- other substantial variation in system status or student and community need

If it is found through the triggered review process that revisions to the mission statement and/or priorities are advisable, College Council will recommend that the president lead a process charged with the following:

- Conducting a thorough evaluation of the existing mission statement and planning priorities in light of the triggering condition.
- Holding informational forums for both internal and external constituencies at all campus locations to increase dialogue and gather the widest possible input.