

**SHARED CONSULTATION COUNCIL**  
 STRATEGIC PLANNING ~ POLICY & PROCEDURE APPROVAL ~ ISSUE MANAGEMENT ~ CAMPUS COMMUNICATION  
**Wednesday, July 6, 2011, 2:00 – 4:00 pm**  
**Room L238S**

## A G E N D A

### **SWC Mission Statement**

*Southwestern Community College District serves a diverse community of students  
 by providing a wide range of dynamic and high quality educational programs and comprehensive student services.*

### Membership

<i>Denise Whittaker, Co-Chair, Interim Sup./ President</i>	<i>Linda Gilstrap, Director of the Office of IRPG/F</i>
<i>Angelina Stuart, Co-Chair, Academic Senate President</i>	<i>Ben Seaberry, Director of IT</i>
<i>Mark Meadows, VP for Academic Affairs</i>	<i>Mink Stavenga, IPRC Co-Chair / AOC Co-Chair</i>
<i>VP for Business &amp; Financial Affairs</i>	<i>Ron Vess, AOC Co-Chair</i>
<i>Joseph Quarles, Interim VP for Human Resources</i>	<i>Linda Hensley, IPRC Co-chair</i>
<i>Angelica Suárez, VP for Student Affairs</i>	<i>Rebecca Wolniewicz, ISLO Coordinator</i>
<i>tba, Academic Affairs Admin Rep at Large</i>	<i>Andy MacNeill, SCEA President/ Rep</i>
<i>tba, Centers Admin Rep., (HEC, SY, OM, NC)</i>	<i>Bruce MacNitch, CSEA President/ Rep.</i>
<i>Bea Zamora-Aguilar, Student Services Admin Rep at Large</i>	<i>Michele Fenlon, CSEA</i>
<i>Victoria Lopez, Presiding Chair, Council of Chairs</i>	<i>tba (replacement for Edith Ruwalcaba), CSEA</i>
<i>Eric Maag, Arts &amp; Communications Faculty Rep</i>	<i>Patti Blevins, Confidential Rep</i>
<i>Gary Creason, Bus., Professional &amp; Tech. Ed. Faculty Rep</i>	<i>Claudia Duran, ASO President/ Rep</i>
<i>Scott Finn, Counseling &amp; Personal Development Faculty Rep</i>	<i>Tamieka Guerra, ASO Rep</i>
<i>Valerie Goodwin, Health, Exercise &amp; Athletics Faculty Rep</i>	<i>Candy Arias, ASO Rep</i>
<i>Randy Beach, Language &amp; Literature Faculty Rep</i>	<i>Aaron Starck, SCCDAA President/ Rep.</i>
<i>Lukas Buehler, MSE Faculty Rep</i>	<i>Debbie Trujillo, Classified Administrator Rep.</i>
<i>Chris Hayashi, Social Sciences &amp; Humanities Faculty Rep</i>	<i>Mary Wylie*, Strategic Planning Consultant</i>
<i>Diane Gustafson, Instructional Support Services Faculty Rep</i>	<i>Recorder: Rosalva Garcia</i>
<i>Diane Edwards-LiPera, Continuing Ed, Economic &amp; Workforce Dev. Faculty Rep</i>	<i>Guest(s): Chris Bender, Kathy Tyner, Wayne Yanda</i>

\*Non-voting members

Quorum = \_\_\_\_

### **AB 1725 Authority**

AB 1725 assigns a major role to the Academic Senate in the development of policies and procedures dealing with academic and professional matters. Applicable to SCC, the areas required for consultation are:

1. Curriculum.	7. Processes for institutional planning and budget development	
2. Degree and certificate requirements.	8. Faculty roles and involvement in accreditation processes,	
3. Grading policies.	including self-study and annual reports.	
4. Educational program development.	9. Policies for faculty professional development activities.	
5. Standards of policies regarding student preparation/ success.	10. Processes for program review.	
6. District and college governance structures, as related to faculty roles.	+ 1 Other academic and professional matters as mutually agreed between the Gov. Board & the Academic Senate.	
AGENDA ITEM	PRESENTER/S	DECISION
1. Call to Order / Approval of Agenda	Co-Chair: Stuart	
2. Approval of the Minutes: 6/22/11	Co-Chairs: Whittaker/Stuart	
BUSINESS ITEMS (* 10 + 1 items)		
3. Update: SCC Ground Rules and Civility Task Force	Goodwin	
I. Strategic Planning		
4. Strategic Planning Report: <ul style="list-style-type: none"><li>• Updated Timeline</li><li>• SCC Organizational Chart</li></ul>	Gilstrap/Stuart Co-Chairs: Whittaker/Stuart	
5. Review of SWC Governing Board Goals	Co-Chair: Whittaker	

6. Prioritization: Update from Budget Committee	Co-Chair: Whittaker	
7. Proposition R: Update	Temple/Brown	
8. ARCC Report	Meadows/Gilstrap	
<b>II. Policy/Procedures Development</b>		
9. <a href="#">Constituency Feedback requested: 1<sup>st</sup> reading</a> Policy & Procedure Flowchart – Chart	Co-Chairs: Whittaker/Stuart Quarels/Blevins	
10. Naming Procedures of Electronic Files	Quarels/Blevins	
<b>III. Issue Management</b>		
11. Naming of the Library Committee: Update on June 23 meeting	Co-Chair: Whittaker	
<b>IV. Campus Communication</b>		
12. Reorganization Update	Co-Chair: Whittaker	
13. Summer School 2012	Co-Chair: Whittaker	
14. SWC Website Update	Whittaker/Bender Seaberry/Larkin	
15. SCC Global Emails (Feedback on Options)	Co-Chair: Whittaker	
16. Governmental Relations Update	Bender	
17. Comprehensive Emergency Management Program Development: Update	Quarels	
<b>V. Standing Committee Reports</b>		
18. Accreditation Oversight Committee (AOC): Update	Stavenga/Vess	
19. Enrollment Management Committee (EMC)	Stavenga/López	
20. Institutional Program Review Committee & Student Learning Outcomes • IPRC • SLOs	Stavenga/Hensley/Tyner Wolniewicz	
21. Institutional Technology Committee (ITC)	Seaberry(Larkin)/Stuart	
22. Human Resources Committee (HRC) • Committee on Committees • Retirement Recognition Task Team	Quarels	
23. Budget Committee Report (BC)	Temple/MacNeill	
<b>VI. TQM Debriefing</b>		
• Other items? Any comments? • Items for future agendas?	Co-Chairs: Whittaker/Stuart	
<b>Follow – Up Log</b> • Policy & Procedure 3300 Public Records (3 enclosures – consultation form, policy and procedure) (Whittaker) • Establish College Song: Branscomb's <i>Phoenix</i> • Parking Issues Report • Student Success Needs: SCC Response ✓ Pantry/Food Bank ✓ Emergency Scholarship Project		

### Summary/Adjournment

**Reminder:** [SCC Retreat - August 3, 12 – 4 p.m.](#), L238 N & S, [Lunch](#) to be provided

TO: DEAN'S COUNCIL  
ACADEMIC DIRECTORS  
SHARED CONSULTATION COUNCIL  
BUDGET COMMITTEE

July 6, 2011

FROM: DENISE WHITTAKER, INTERIM SUPERINTENDENT/PRESIDENT  
MARK MEADOWS, VICE PRESIDENT ACADEMIC AFFAIRS  
MICHAEL KERNS, VICE PRESIDENT HUMAN RESOURCES  
ANGELICA SUAREZ, VICE PRESIDENT STUDENT AFFAIRS  
BOB TEMPLE, INTERIM VICE PRESIDENT BUSINESS AND FINANCIAL AFFAIRS

SUBJ: CONSIDERATIONS FOR VARIOUS PERSONNEL DECISIONS & TEMPORARY SOLUTIONS TO EMPLOYEE VACANCIES

As you know, we met on June 14, 2011 to review current vacant positions and college-wide needs, taking into consideration the following elements:

- The budget situation continues to be serious and we must identify on-going funds to address mandates, prioritization needs, program integrity, safety, and long-term budget cuts.
- The SERP was created to intentionally NOT backfill as many positions as possible, for as long as possible, to provide some budget relief in on-going funds.
- Filling vacancies internally provides the opportunity to reorganize and not backfill positions.
- Most decisions need to wait for the new Superintendent/President so that he/she has the opportunity to weigh-in on organizational structures.

Nearly 10 hours was spent in providing a manageable breakdown of vacant positions and to categorize them in appropriate areas for your input and consideration. These efforts are shown on the following pages with our initial/preliminary thoughts.

# SERP ADMINISTRATIVE / FACULTY PERSONNEL CONSIDERATIONS

Why Backfill: Critical to Program & Operational Integrity; Accreditation; Safety;

Internal qualified applicants available; Mandated Operation

Why Delay Replacing or Eliminate Position: Budget Necessity; Efficiency; Flexibility for

Incoming Superintendent/President

PROVIDES: Budget Flexibility/Savings; Maximum

Flexibility for New S/P; Supplemental Reorganizations

<u>POSITION</u>	<u>THOUGHTS/ OPTIONS</u>	<u>TIMEFRAME</u>	<u>JUSTIFICATION</u>	<u>DEAN' S INPUT 6-20-11</u>	<u>SCC INPUT 6-22-11</u>	<u>BUDGET INPUT 6-23-11</u>	<u>CABINET INPUT 6-28-11</u>	<u>BOARD SUBMITTAL 7-13-11</u>
Faculty – All SERP Positions	Backfill for at least year 1 with part time adjunct; go through FHP prioritization process and the Academic Senate for 2012-13	2011-2012	Temporary budget savings; SERP program was offered intentionally to eliminate or delay replacements for as long as possible to provide budget relief.  FHP and Prioritization processes in place to address faculty backfilling.	✓	✓	✓	✓	
Interim, Chief of Police	FLY INTERNALLY with Reorg follow-up	ASAP - JULY 1, 2012	Budget savings, Safety; liability; leadership in advancing community policing and college police image. <i>R. Sanchez to serve as "Acting" Chief of Police until Interim Chief is selected.</i>  Announce 6/27-7/14	✓  Bob to do HRT for R. Sanchez to serve as Acting Chief until the Interim position is filled	✓	✓	✓	

Director DSS	FLY INTERNALLY with Reorg follow-up	AUGUST 1	Budget savings, State and Federal mandates; liability  Announce 6/27-7/14	✓	✓	✓	✓	
Director FA, Veterans, & Evaluations	FLY INTERNALLY with Reorg follow-up	August 1 - JULY 1, 2012	Budget savings, State and Federal mandates; liability; essential; cannot provide extremely complicated FA services without leadership; liability.  Announce 6/27-7/14	✓	✓	✓	✓	
Interim, Director Human Resources	Hire Jackie Osborne to temporarily serve in this capacity pending HR considerations as a transition.	JULY 1, 2011	Necessary for continuity in HR; temporary budget savings, Liability; complex operations; allows for incoming S/P to make final organizational determinations.	✓  Up to 60 days while considering HR options; may extend as needed.	✓  Some faculty opposition.  Suggestion to focus on classified and management HR issues.	✓  Some faculty opposition.  Suggestion to focus on classified and management HR issues.	✓  Cabinet determined the need to maintain continuity in HR.	

Interim Dean, Otay Mesa/San Ysidro	FLY INTERNALLY with Reorg follow-up	AUGUST 1 - JULY 1, 2012	Temporary budget savings, Scope of responsibility (Instruction, Student Services, community, center operations, facilities, operations, DSS, Counseling, etc.) and community outreach; liability; allows for incoming S/P to make final organizational determinations.  Announce 6/27-7/14	✓  July 1 VPAA to identify on-site Acting Dean for the month of July	✓  Considerin g making permanen t position	✓  Considerin g making permanent position	✓  Convert to Dean; eliminate “Interim” to provide greater budget flexibility by reorg and/or eliminate backfill position.	
<del>1-year assignment;</del> Academic Admin Fill for Otay Mesa, National City, San Ysidro Supervisor positions.  Transfer 1 Classified Supervisor to either Otay Mesa or San Ysidro.  Remaining	FLY INTERNALLY Assigned as evening/ Saturday administrator.	AUGUST 1 - JULY 1, 2011	<del>Certified</del> supervision required because we have instruction, student services and full operations at sites; liability; fiscal efficiency; greater flexibility. Provides the opportunity for administrative experience to those seeking career advancement.  Announce new Classified Supervisory positions	PENDING LEGAL input if academic admin is required	PENDING LEGAL input if academic admin is required	PENDING LEGAL input if academic admin is required	✓  Classified Supervi- sion verified by legal counsel. Recom- mend GB approve Supervisor positions at SY and	

positions announce internally and reorg and/or eliminate backfill positions.			internally on July 14 – August 4 and reorg and/or eliminate backfill positions.  Advertise existing Supervisory positions Jun2 27 – July 14				NC. Cost of Classified Supervisor FT is nearly the same as 25hrs certify- cated hourly.	
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#### **SERP CLASSIFIED PERSONNEL PENDING THOUGHTS/OPTIONS**

**Why Backfill:** Critical to Program & Operational Integrity; Accreditation; Safety

**Why Delay Replacing or Eliminate Position:** Budget

Necessity; Efficiency; Flexibility for Incoming

Superintendent/ President

**PROVIDES:** Budget Savings; Maximum Flexibility for

New S/P; Supplemental Reorganizations

**CONSIDER:** Except as required or mandated, hire only  
new classified employees at 80% (4 day work week)  
for budget reductions.

Classified vacancies have not been filled over a 3 year  
period as part of budget cuts. Current vacant  
positions will now result in reduced services if not  
backfilled.

<u>POSITION</u>	<u>Location/Position</u>	<u>THOUGHTS/ OPTIONS</u>	<u>JUSTIFICATION</u>	<u>DEAN' S INPUT 6-20-11</u>	<u>SCC INPUT 6-22-11</u>	<u>BUDGET INPUT 6-23-11</u>	<u>CABINET INPUT 6-28-11</u>	<u>BOARD SUBMITTAL 7-13-11</u>
Hammomnd, Jim	HESA/ trainer	Replace (hourly during recruiting period)	Mandated 100% per Athletics; safety; insurance; COA; Announce 6/27-7/14	✓	✓	✓	✓	
McHorney, Debra	HESA/Ath Equip Trainer	Hold/pending justification	Justified as Safety and Title IX mandates; backfill at 80%; External Search 7/5 – 5/22	Pending	Pending	Pending	✓	
Kelly, Pat	Nursing/Admin Sec II	Replace (hourly during recruiting period); confirm level	Required as part of Nursing standards for program Accreditation 100%; Program Integrity; single staff; cannot operate without classified support.  Attempt to reorg and/or eliminate backfill positions.	✓ Adminis- trative transfer	✓	✓	✓	Backfill with transfer request; if does not work, internal call for voluntary transfer; if none, do internal full search
DeLeon, Gloria	Library/ Sr Library Asst	Hold/pending justification		Pending	Pending	Pending	Pending	
Gomez, Mariana	Lang & Lit/CI Asst II	Hold/pending justification	Consider current staff reconfiguration.	Delay decision	Delay decision	Delay decision	VPAA to review School staff configuration and then make	



							recom- menda- tion	
Allen, Richard, Sr	M&O/Veh & Equip Mech	Hold/pending justification	Hold/pending justification	Pending	Pending	Pending	Pending	
Nelswonger, Thomas	M&O/Welder Metal Fab	Hold/pending justification	Hold/pending justification	Pending	Pending	Pending	Pending	
Saucedo, Monika	DSS/Admin Sec I	Replace @ 12 month	Director support, federal reporting, operational efficiency; results in reduction of services.  Backfill as follows: 1 <sup>st</sup> try Admin Transfer 2 <sup>nd</sup> Internal Recruitment	✓	✓	✓	✓	
Lindshield, Ann	DSS/Instr'l Asst I	Eliminate	Use saved dollars to fund categorical deficit; results in reduction of services.	✓	✓	✓	✓	
Ruvulcaba, Edith	Career Serv/SS Specialist – internal reclassification	Eliminate & then reclassify existing position to cover duties	One position to provide services in the Transfer & Career Centers. Use saved dollars to fund categorical deficit ; results in reduction of services.	✓	✓	✓	✓	
Clark, Ken	SBCD - grant funded	Hold/pending justification	SBDC Grant funded	Pending	Pending	Pending	Pending	
Jimenez, Rosa	Otay Mesa center Supervisor	Hold for legal interpreta- tion	Backfill June 27-July 14	✓	✓	✓	✓	
Vacant Academic Senate clerical support	Admin Sec I	Pending possible transfer		✓	✓	✓	✓  Seek internal voluntary	

							transfer at 80%	
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**MGT RIGHT OF ASSIGNMENT / TEMPORARY  
REORGANIZATIONS**

**PROVIDES: Budget Necessity; Maximum Flexibility for  
New S/P; Supplemental Reorganizations**

<u>ADMINISTRATOR /POSITION</u>	<u>THOUGHTS/ OPTIONS</u>	<u>TIMEFR AME</u>	<u>JUSTIFICATION</u>	<u>DEAN' S INPUT 6-20-11</u>	<u>SCC INPUT 6-22-11</u>	<u>BUDGET INPUT 6-23-11</u>	<u>CABINET INPUT 6-28-11</u>	<u>BOARD SUBMITTAL 7-13-11</u>
Terry Davis	Serves as Dean of HESA & Acting Dean of Business, Professional & Technical Education. Recommend Eliminate Dean BPTE position through reorg.	JULY 1 - JULY 1, 2012	VPAA' s recommendation. Dean's Council met to discuss and accepted Terry's offer to serve in this capacity for this year.	✓	✓	✓	✓	
Joel Levine	Serves as Dean of Lang & Lit and Acting Dean of Social Science & Humanities. Recommend Eliminate Dean SS&H position through reorg.	JULY 1 - JULY 1, 2012	VPAA' s recommendation. Dean's Council met to discuss and accepted Joel's offer to serve in this capacity for this year.	✓	✓	✓	✓	

## STATUS OF CURRENT VACANCIES

**JUSTIFICATION:** Budget Savings; Program Integrity; Maximum Flexibility for New S/P; Supplemental Reorganizations; revenue enhancement. Highlighted rows indicate APPROVED or CURRENTLY IN PROCESS FOR HIRING

Yellow rows indicate ELIMINATE or VACANT UNFUNDED Position

<u>POSITION</u>	<u>THOUGHTS/ OPTIONS</u>	<u>TIMEFRAME</u>	<u>JUSTIFICATION</u>	<u>DEAN' S INPUT 6-20-11</u>	<u>SCC INPUT 6-22-11</u>	<u>BUDGET INPUT 6-23-11</u>	<u>CABINET INPUT 6-28-11</u>	<u>BOARD SUBMITTAL 7-13-11</u>
Acting Learning Assistance Services Coord	Fall Only - Andrew Rempt; fly position in the fall	2011-2012	Back-fill with hourly for Andrew during fall	Maintain structure for this year; use Program Review process to assess needs for supervision	✓	✓	✓	
IT -2 Senior System Analysts	Hold pending IT Director THOUGHTS/OPTIONS		IT Director to determine IT staffing needs within current vacancy list and SCC priority list.	✓	✓	✓	✓	
IT -Network Analyst - SCC highest priority	Hold pending IT Director THOUGHTS/OPTIONS			✓	✓	✓	✓	
Senior Research Analyst	Approved at 100%		Accreditation mandated	✓	✓	✓	✓	
Admin Sec II - OIE	Hold		Pending reorgs	✓	✓	✓	✓	
Ed Center Tech - National City	Accept transfer request from San Ysidro - Virginia Castillo to HECNC	now	Program integrity; revenue	✓	✓	✓	✓	
Ed Center Tech - San Ysidro	100% Backfill; ok for hourly while recruitment	Announce 6/27-7/145	Program integrity; revenue	✓	✓	✓	✓	

Dental Hygiene; Admin Sec I - Sylvia Lugo	100% Backfill; ok for hourly while recruitment	Announce 6/27-7/145	Accreditation required; program necessity	✓	✓	✓	✓	
Police Academy director	Advertised	In progress	Accreditation mandated	✓	✓	✓	✓	
50% Clerical Assistant II - San Ysidro	Backfill; ok for hourly while recruitment	Announce 6/27-7/145	evening support; revenue; maintains current level of support	✓	✓	✓	✓	
Teacher (CSEA) CDC	Unfunded vacant			✓	✓	✓	✓	
Instruction Lab Sciences (Rowe)	Backfill; ok hourly while recruitment	Announce 6/27-7/145	Program necessity	✓	✓	✓	✓	
Communications Energy Mgt Spec	Unfunded vacant		Maintain for future needs; Contract for Green/ Sustainability expertise	✓	✓	✓	✓	
Translator/ word processor OSS	Eliminate		Eliminate (hire on contract as necessary)	✓	✓	✓	✓	
College Police Officer	In process		Safety	✓	✓	✓	✓	
Warehouse Worker	Hold pending VPBFA review				✓		✓	
FA Student Services Assistant	Fill internally by employee transfer from SA; eliminate backfill position		use saved dollars to fund categorical deficit	✓	✓	✓	✓	
2 student service technicians (Student Employment)	Eliminate 1; Fill 1 internally by employee transfer from SA - reorg	Move on Transfer	Use saved dollars to fund categorical deficit; reduce services.  Fill internally	✓	✓	✓	✓	

2 student Employment Specialist	Eliminate 2 and reduce services		Use saved dollars to fund categorical deficit; reduce services	✓	✓	✓	✓	
<del>Interim</del> Dean, Continuing Education, Economic, and Workforce Development	FLY as Interim position and reorganize  Funded vacant position	JULY 1 - JULY 1, 2012	There is a great need to advance Economic Development and local partnerships to provide for a trained workforce and to generate new sources of income. Announce 6/27-7/145  Convert to Dean; eliminate “Interim” to provide greater budget flexibility by reorg and/or eliminate backfill position.	✓	✓  <b>Consider making permanent position</b>	✓  <b>Consider making permanent position</b>	✓	
<del>Interim</del> Dean, Institutional Effectiveness	FLY as Interim position and reorganize  Funded vacant position	JULY 1 - JULY 1, 2012	Necessary to meet Accreditation mandates to focus on institutional effectiveness; provides current leadership but allows flexibility for new S/P to structure as desired; provides necessary support to grants and Foundation; liabilities. Announce 6/27-7/145  Convert to Dean; eliminate “Interim” to provide greater budget flexibility by reorg	✓	✓  <b>Consider making permanent position due to Accredita- tion demands</b>	✓  <b>Consider making permanent position</b>	✓	

			and/or eliminate backfill position.					
Center Status secondary staffing needs - TBD					✓			
R. Stolzoff	Instructional Lab Coord – EMT Para	100%	Accreditation mandated; Announce Externally	✓	✓	✓	✓	
Hedger, Eva	ISS Supervisor	Replace internal competition and reorg for backfill	Announce internally and reorg and/or eliminate backfill. 7/5 – 7/21	✓	✓	✓	✓	

**REORG OPTIONS  
– ROUND 1**

**DEAN' S**  
**INPUT**  
**6-20-11**

**SCC**  
**INPUT**  
**6-22-11**

**BUDGET**  
**INPUT**  
**6-23-11**

**CABINET**  
**INPUT**  
**6-28-11**

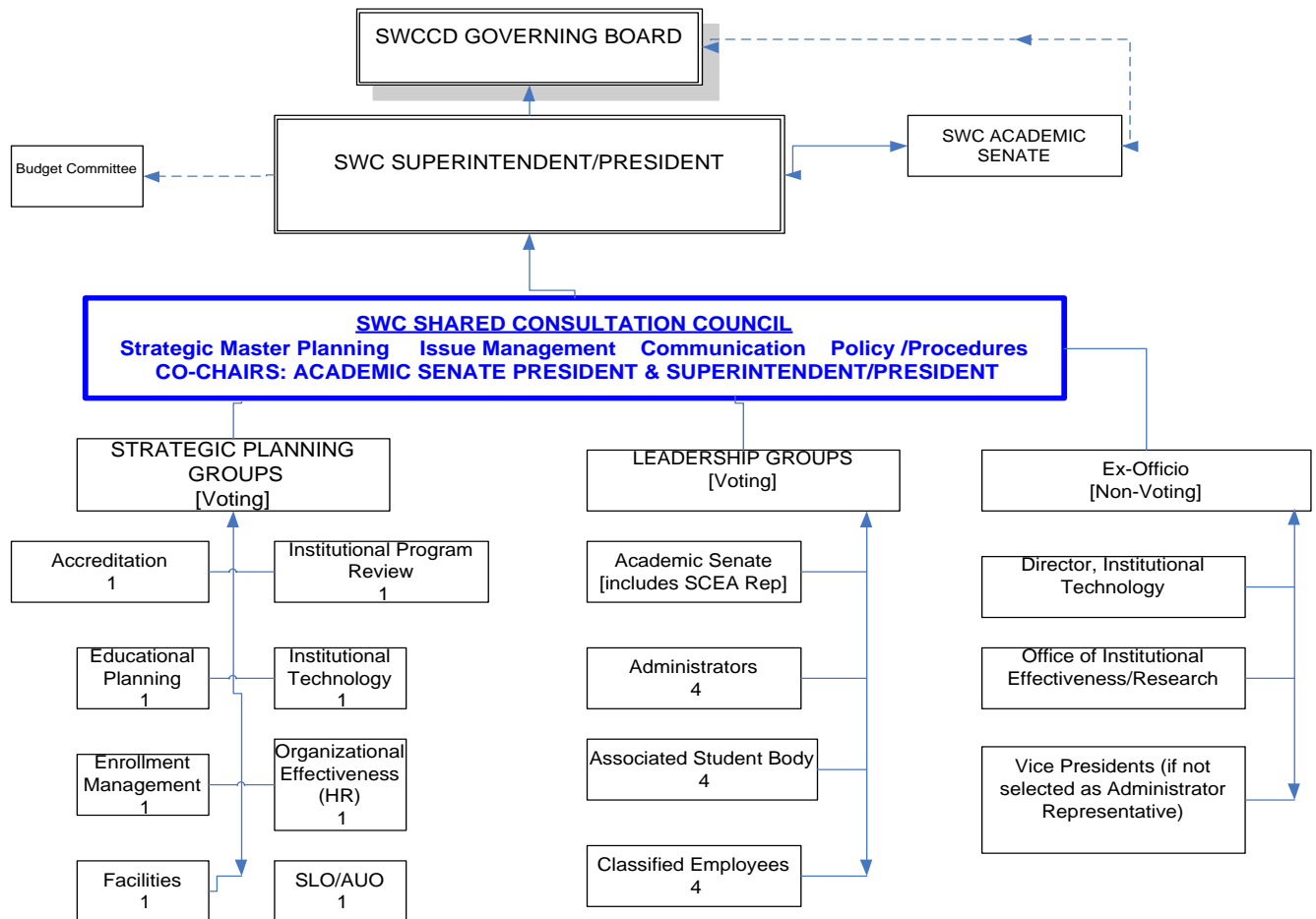
**BOARD**  
**SUBMITTAL**  
**7-13-11**

Articulation/ Curriculum Coordinator	Pending further discussion; Transfer to VPAA;	Summer 2011	Suggestion by Articulation Officer	✓	✓	✓	✓	
School – Social Science and Humanities	Create college-wide Task Team to identify options	Early fall 2011	Need input from faculty per AB1725	✓	✓	✓	✓	
School – Business, Professional, and Technical Education	Create college-wide Task Team to identify options	Early fall 2011	Need input from faculty per AB1725	✓	✓	✓	✓	

#### REVENUE / INCOME GENERATING PERSONNEL UNMET NEEDS

1. Move on Filling as previously approved by SCC and Governing Board in March, 2011 Grant Writer (1.5 FTE budgeted): Needed to generate grants; job contingent upon 3year grant success.
2. Civic Center Rental Coordinator/Supervisor: Needed to comply with Title 5 and facility rentals; will generate new sources of income.
3. Green/Sustainability Consultant: Needed to assist in maintain a sustainable facility.
4. Alumni / Retiree Specialist: Needed to coordinate alumni/retiree efforts to generate new sources of income and volunteer services.
5. Future: SWC Swap Meet Coordinator

## SOUTHWESTERN COLLEGE SHARED CONSULTATION COUNCIL STRUCTURE







### **SWC Governance & Committees**

Southwestern College is a comprehensive College dedicated to making lifelong learning opportunities accessible to a diverse student population. The College District serves high school graduates and those over eighteen years of age. In addition, the College provides associate degrees, transfer preparation, certificates in career and technical education, as well as instruction in basic skills and English as a Second Language.

Southwestern College serves the economic and workforce development needs of the local community and develops globally aware citizens.

### **Compliance**

In accordance with the State of California Educational Master Plan and Education Code provisions, (§66010.1-66010.8) community Colleges will:

- prepare students to transfer to four-year Colleges and universities;
- provide students with the knowledge and skills needed to succeed in business, industry and the professions;
- advance the state and region's economic growth and global competitiveness through continuous workforce development;
- work in partnership with the local community to improve the quality of life in the Inland Empire;
- prepare students for active participation in a multicultural society.

The faculty and staff of Southwestern College are committed to student success and to teaching and service excellence.

### **Vision**

Southwestern College will be the standard of excellence in the South County in transforming lives through education.

### **Mission Statement** (*College District Policy 1200* )

*Southwestern Community College District serves a diverse community of students by providing a wide range of dynamic and high quality educational programs and comprehensive student support services.*

*The College provides educational opportunities in the following areas:*

- ☐ *associate degree and certificate programs*
- ☐ *transfer*
- ☐ *professional, technical, and career advancement*
- ☐ *basic skills*
- ☐ *personal enrichment, non-credit adult education*
- ☐ *community services*
- ☐ *economic, workforce, and community development*

*We promote student learning and success by committing to continuous improvement that includes planning, implementation, assessment, and evaluation.*

### **Commitment to Achieving Student Learning**

Institutional Student Learning Outcomes (ISLOs):

Upon completion of an organized program of study, students at SWC will demonstrate core competency in the following areas:

1. Communication Skills (listening, speaking, reading and writing)
2. Thinking and Reasoning (creative thinking, critical thinking, and quantitative reasoning)
3. Information Competency (research and technology)

#### 4. Global Awareness (social, cultural, and civil responsibility)

##### **Institutional Performance Indicators**

The SWC College District has identified seven Institutional Performance Indicators (IPIs) to track our progress toward accomplishing our Mission and Strategic Planning Priorities. These IPIs include:

- ☐ retention rates
- ☐ success rates
- ☐ persistence rates
- ☐ transfer preparedness
- ☐ overall student satisfaction
- ☐ employment preparation
- ☐ licensure/certification pass rates
- ☐ student goal attainment

##### **Institutional Values**

The following values guide how Southwestern College faculty, staff, and students think and act and define the enduring character of the institution:

- ☐ **Mutual respect** – to treat one another with respect, dignity, trust, and fairness, appreciating the diversity of our community, students, and work force, in a collegial and cooperative manner
- ☐ **Shared planning and decision making** – to engage in a collaborative process in which creative thinking, ideas and perspectives contribute to the well being of the entire College community
- ☐ **Integrity** – to say what we mean, to deliver what we promise, to fulfill our commitments, and to stand for what SWC values
- ☐ **Accountability** – to assume responsibility for our College's future as stated in our mission and goals
- ☐ **Cultural competence and commonality** – to positively engage our College community in developing a deep appreciation of and collegiality among all cultures
- ☐ **Scholarship and love of learning** – to foster and pursue one's curiosity and passion to seek knowledge and gain deeper understanding
- ☐ **Critical inquiry and thinking** – to nurture intellectual exploration and develop the analytical skills to problem-solve in new situations throughout life
- ☐ **Life-long learning** – to inspire a vital and imaginative learning environment
- ☐ **Practical and responsive** – to provide practical educational experiences

As an integral part of this Handbook and the Strategic Planning process, the SWC Mission Statement, the Institutional Student Learning Outcomes, the Institutional Performance Indicators and Institutional Values are evaluated and revised on a cyclical basis to correspond with institutional strategic planning timelines.

##### **Governance Philosophy**

Southwestern College is committed to Collegial Consultation as assured in AB1725. We acknowledge the rights and responsibilities accorded to all parties within the College District to participate effectively in consultation and support the establishment of procedures whereby faculty, staff, and students are ensured of appropriate consultation on matters affecting them.

We believe that groups of individuals working together to pool their knowledge, experience, and perspectives are an integral part of the decision making process at Southwestern College, and that the development of policies and procedures for College governance benefits greatly by involving those with appropriate expertise and those who will be most affected by those policies and procedures.

##### **The Governing Board**

The Governing Board retains the ultimate fiduciary responsibility for administration of the District and is the policy setting body for the District pursuant to Ed Code 70902. The locally elected Governing Board:

- ☐ Represents the College's interest
- ☐ Sets policy direction
- ☐ Delegates power and authority to the Superintendent/ President to effectively lead the District
- ☐ Responds directly to the Academic Senate on all academic and professional matters.
- ☐ Establishes the climate in which educational goals are accomplished
- ☐ Defines legal, ethical, and prudent standards for college and district operations
- ☐ Hires and evaluates the Superintendent/ President
- ☐ Assures fiscal health and stability
- ☐ Monitors institutional performance
- ☐ Represents the community

In carrying out these functions, the Governing Board provides for and encourages effective participation by all constituencies in shared planning and decision making. The Governing Board may act, after a good faith effort to reach agreement, for compelling legal, fiscal, or organizational reasons.

The Governing Board has, in Policy #2510 – Shared Planning and Decision Making -- established opportunity and encouragement for faculty, students, classified staff, and administrators to participate effectively in District and college governance. Student government and classified staff representatives are provided with opportunities to participate in the formulation and development of District and college policies and procedures that have significant effect on students and staff through membership on appropriate District and college councils, committees and task forces.

### **The Superintendent/President**

The Governing Board has bestowed upon the Superintendent/President the authority and responsibility to administer the District, authorized the Superintendent/President to assign other positions as designees, and provided that the Board's designee(s) may carry out collegial consultation with all constituencies. The Governing Board has specified that after participating in established consultation processes, including with the administration of the District, the Academic Senate retains the right to present its views and recommendations directly to the Governing Board in accordance with California Education Code and Title 5.

### **The Academic Senate**

As per Title 5, Section 53203 of the California Code of Regulations and District Policy 2510—Shared Planning and Decision Making, the Academic Senate represents faculty in the development of policies and procedures related to all academic and professional matters. District Policy 2515—The Role and the Scope of the Academic Senate: 10 + 1 Agreement—outlines the areas on which the Governing Board must rely primarily and on which they must mutually agree. The Southwestern College Academic Senate is established as a separate body representing the faculty of Southwestern College. Faculty appointments to councils, committees, taskforces, or other groups shall be made by the Academic Senate, except for the those requiring the faculty collective bargaining unit, SCEA, representation as per contract language.

### **The Southwestern College Education Association (SCEA)**

The SCEA is the exclusive representative of the faculty of the District in matters of compensation, workload and working conditions as specified in Government Code Section 3543 et al. Representatives of SCEA may be included as members of various governance councils, committees or taskforces to ensure full constituency inclusion.

### **The Southwestern Community College District Administrators' Association (SCCDAA)**

The Administrators' Association is representative of the academic and classified administrators, managers and supervisors of the District in matters of compensation and working conditions and participates in

development of policies and procedures. Representatives of the Administrators' Association may be included as members of various governance councils, committees or task forces.

#### **The California School Employees Association (CSEA), Chapter 524**

CSEA is the exclusive representative of classified employees of the District in matters of compensation and working conditions as specified in Government Code Section 3543 et al. Representatives of CSEA may be included as members of various governance councils, committees or taskforces to ensure full constituency inclusion. Currently, this policy is being reviewed to include the confidential employees.

#### **The Associated Student Organization (ASO)**

The ASO, for the purposes of these governance structures, is the official voice of the students and is responsible for selecting students to serve on councils, committees and taskforces where representation of students is stipulated.

#### **SHARED CONSULTATION COUNCIL - SCC**

Although the Superintendent/President has the final responsibility for making most decisions relevant to College operations, the Shared Consultation Council provides the mechanism for a structured leadership, governance, and decision-making process in four primary areas: planning, issue management, communication and collegiality.

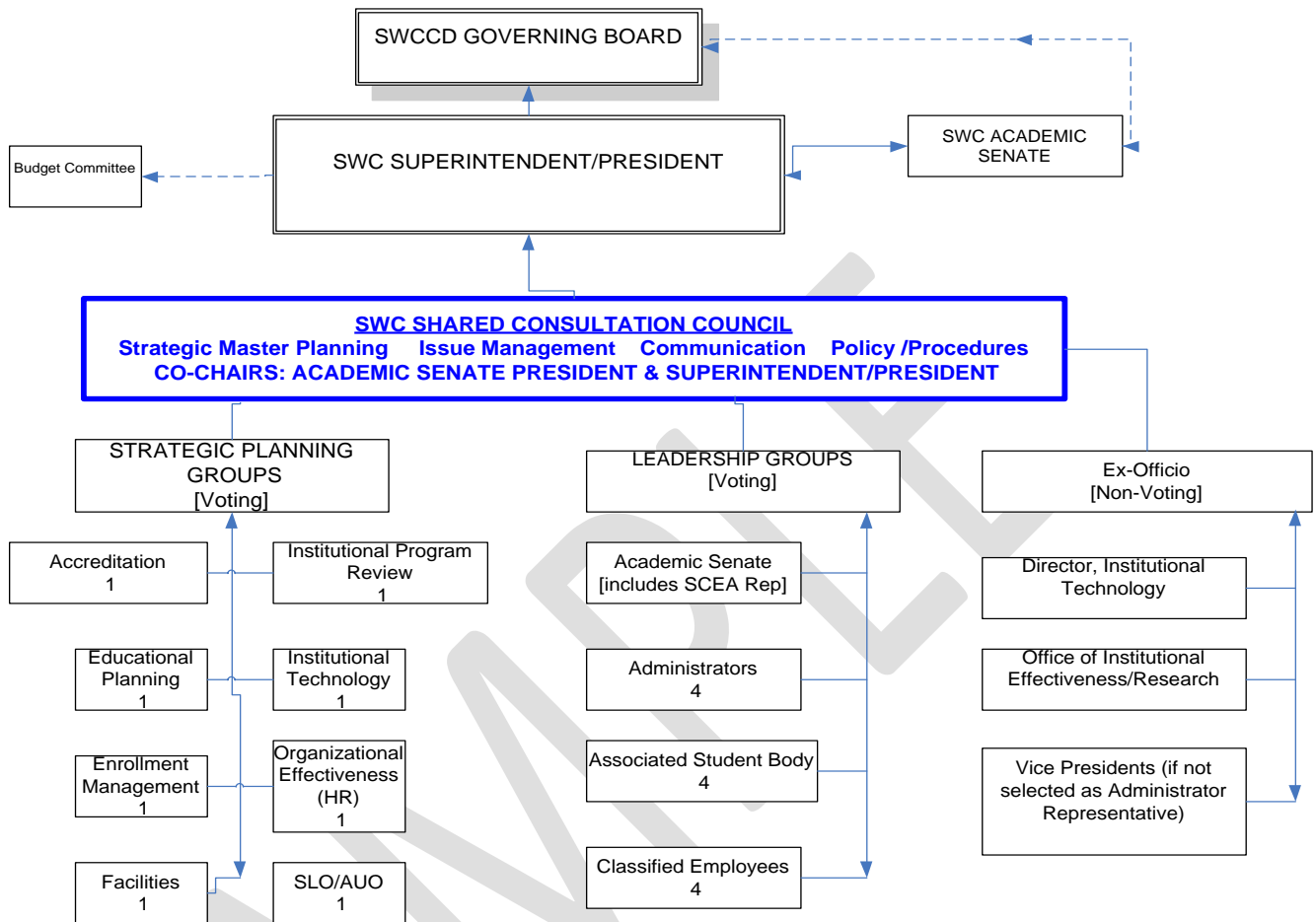
Shared Consultation Council is responsible for institutional planning, reviewing and building on current planning documents, thereby developing the institution's Educational Strategic Master Plan, a document which includes items such as the Program Review prioritization list, Technology Plan, Five Year Construction & Facilities Plan, Enrollment Management Plan, Professional Development Plan, etc.

The issue management function takes place as new campus issues are presented to the Shared Consultation Council and either addressed or referred to the appropriate College committee and/or individual/s for review and consideration.

The communication and collegiality functions are served by the Shared Consultation Council as the central communication venue for College governance issues, in that all constituent groups are represented, report on their activities, and each representative is responsible for disseminating information and obtaining feedback from their appointing body, thereby ensuring transparency.

Meetings: Weekly unless otherwise noted.

## SOUTHWESTERN COLLEGE SHARED CONSULTATION COUNCIL ORGANIZATIONAL CHART



### GENERAL COMMITTEE MEMBERSHIP GUIDELINES

**BACKGROUND:** AB1725 was enacted in 1988 as a means to improve academic quality and to authorize more responsibility for faculty members in duties that are incidental to their primary professional duties. “Committees” form the opportunity for collegiality and shared governance by providing wide representation on areas impacting the general operations of the College.

The Academic Senates in California community Colleges were identified as the agent who officially represents faculty on specific “Academic and Professional” matters known as “10 + 1”:

1. Curriculum, including establishing prerequisites.
2. Degree and certificate requirements.
3. Grading policies.
4. Educational program development.
5. Standards or policies regarding student preparation and success.
6. College governance structures, as related to faculty roles.
7. Faculty roles and involvement in accreditation processes.
8. Policies for faculty professional development activities.
9. Processes for program review.
10. Processes for institutional planning and budget development.
11. Other academic and professional matters as mutually agreed upon.

Governance Committees that report to Shared Consultation Council include wide constituent representation including members from faculty, classified, student, and administration ranks. Representatives are appointed as follows:

Faculty:	As designated by AB1725, faculty representatives are appointed by the Academic Senate
Classified:	Non-union negotiation classified representatives are appointed by the CSEA
Students:	Student representatives are appointed by the Associated Student Body
Administrators:	Administrators are appointed or assigned as needed by the College Management Team
Community:	Community representatives may be added/invited as needed.

### **SWC LIST OF GOVERNANCE COMMITTEES**

#### **Accreditation Oversight Council (AOC)**

**Charge:**

**Membership:**

#### **Enrollment Management Committee**

**Charge:** The Enrollment Management Committee services in an advisory capacity to the Superintendent/President regarding enrollment planning. The Committee is responsible for reviewing internal and external trend data (assessment) as it applies to enrollment planning, researching and reviewing successful models of recruitment and retention programs, projecting enrollment growth / decline, projecting academic and student support service needs based on enrollment trends, making recommendations regarding recruitment and retention strategies, for producing an annual Enrollment Management Plan, inclusive of these components. Subcommittees may be formed as needed.

**Membership:**

#### **Budget Committee**

**Charge:** The Budget Committee reports to the Superintendent/President and serves in an advisory capacity to the Superintendent/President regarding all aspects of the College's planning and budget process. The charge committee is to articulate and clarify the planning and budget process for the College community, interpret and distribute planning and budget-related information, develop annual assumptions that apply to the development of the budget, develop strategies for reviewing and funding plans, create processes and make recommendations for the distribution of unspent funds, identify budgeting issues that need to be resolved, and periodically review the status of the institution's budgets.

**Membership:**

#### **Educational Planning Committee**

**Charge:**

**Membership:**

#### **Facilities Committee**

**Charge:**

**Membership:**

**Institutional Program Review Committee:**

**Charge:** The Institutional Program Review Committee (IPRC) implements the annual program review process and develops and monitors the College Program Review process, receive wing plans, utilize assessments as needed to evaluate programs, recommend program status to the College Superintendent/President, prioritize personnel and college equipment needs, and interface with other college committees to ensure institutional priorities are met.

The purpose of Program Review is to:

- Provide a full examination of how effectively programs and services are meeting departmental, divisional, and institutional goals
- Aid in short-range planning and decision-making
- Improve performance, services, and programs
- Contribute to long-range planning
- Contribute information and recommendations to other College processes, as appropriate
- Serve as the campus' conduit for decision-making by forwarding information to appropriate committees

**Membership:****Institutional Technology Committee****Charge:**

The Technology Committee writes the Technology Plan for the College, to be submitted to Shared Consultation Council.

The plan includes:

1. Methods to assess, explore and encourage innovative uses of technology both in administrative and academic computing,
2. Goals for training faculty, staff, and administrators in the use of technology
3. Guidelines for the dissemination of funds for hardware and software,
4. Guidelines for the dissemination of recycled computers and other hardware,
5. Recommendations for the minimum specifications for the purchase of technology
6. Standards for technology infrastructure
7. Standards for technology related building construction
8. Guidelines for purchase and installation of technology in new construction
9. Guidelines to maximize the effective use of College District network resources for the SWC Campus Community
10. Accessibility to technology will be considered when developing goals, methods, recommendations, guidelines and standards

**Membership:****Organizational Effectiveness Committee****Charge:****Membership:****Professional Development Committee**

**Charge:** The Professional Development Committee serves as an advisory committee for all aspects of the College



professional development programming, and as a resource for training needs across campus. The committee allocates staff development funds based on criteria in the plan. Additionally, the committee is responsible for planning, programming and communication as regards the campus-wide professional development programming.

**Membership:**

## **SWC OTHER CAMPUS OPERATIONAL COMMITTEES**

### **FISCAL AND ADMINISTRATIVE AFFAIRS**

Business & Financial Affairs Council	Council
Prop R Steering Committee	Committee
Potential New Committees:	
Emergency Management NIMS/SEMS/ICS	
Smoking Committee	
Parking Committee	
Sustainability Committee	

### **HUMAN RESOURCES (Organizational Effectiveness)**

Diversity & Equity Committee	Committee
Equal Employer/Employee Relations Committee	Committee
Equivalency Committee	Committee
Flex Advisory Committee	Committee
Tenure Review Committees	Academic Senate Committee
Tenure Review Committee (TRRC)	Ad Hoc Committee

### **INSTRUCTIONAL AFFAIRS**

Admin Program Review Committee	Sub Committee of IPRC
Basic Skills Initiative Steering Committee	Committee
Calendar Committee	Committee
Faculty Hiring Prioritization Committee (FHP)	Committee
Honors Program Committee	Committee
Perkins Local Planning Team (CTE programs)	Ad Hoc Committee
Sabbatical Leave Review Committee	Committee
Scheduling Committee	Committee
Student Learning Outcomes Committee (SLO)	Committee
Workforce and Business Development Committee	Committee
Deans Council	Council
Academic Program Review Committee (APRC)	Subcommittee
Academic Technology Committee (ATC)	Committee
Council of Chairs	Council
Faculty Awards Dinner Ceremony Committee	Ad Hoc
Faculty Recognition Awards Committee	Ad Hoc Committee
Professional Development Committee	Committee
Professional Relations Committee	Committee

## **STUDENT AFFAIRS**

Americans With Disabilities Act & Universal Design in Education Committee (ADA/UDE)	Committee
Commencement Committee	Ad Hoc Committee
Crisis Response Team	Committee
Disability Support Services (DSS) Advisory Committee	Committee
EOPS/Matriculation/ Transfer Advisory Committee	Committee
Grievance & Order Committee	Committee
Service Learning Partner Committee	Committee
Student Awards Ceremony Committee	Ad Hoc Committee

## **SUPERINTENDENT/PRESIDENT'S OFFICE**

College Management Team (CMT)	Council
Institutional Research Review Board (IRRB)	Ad Hoc Committee

## **Research Committee**

**Charge:** The Research Committee supports the accreditation, assessment, and planning processes of the institution. The committee prioritizes and filters requests for research consistent with campus goals, establishes a research/data collection calendar, and publishes and disseminates an annual report of research and data information. In addition, the committee assists in the development of a research agenda and advises on the prioritization of research tasks.

### **Membership:**

## **Academic Senate**

Academic Senate	Council
Academic Senate Curriculum	Committee
Academic Senate Elections Committee	Committee
Academic Senate Executive Committee	Committee