SHARED CONSULTATION COUNCIL

STRATEGIC PLANNING ~ POLICY & PROCEDURE APPROVAL ~ ISSUE MANAGEMENT ~ CAMPUS COMMUNICATION

Wednesday, July 20, 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

	Denise Whittaker, Co-Chair, Interim Sup./President		*Claudia Duran, ASO President*
	Angelina Stuart, Co-Chair, Academic Senate President		*Tameika Guerrero, ASO Rep.*
	Mark Meadows, VP for Academic Affairs		*Candy Arias, ASO Rep.*
	Robert Temple, VP for Business & Financial Affairs		*Angel Castro, ASO Rep.*
	Joseph Quarles , Interim VP for Human Resources		*Bruce MacNintch, CSEA Rep.*
	Angelica Suarez, VP for Student Affairs		*Michele Fenlon, CSEA Rep.*
	Ben Seaberry, IT Director		*Heather MacNintch, CSEA Rep.*
	Victoria Lopez, Presiding Chair, Council of Chairs		*Deborah Peckenpaugh, CSEA Rep.*
	Centers Rep., (HEC, SY, OM, NC)		*Andy MacNeill, SCEA Rep.*
	Bea Zamora-Aguilar, Student Services at Large		*Mink Stavenga, IPRC Co-Chair / AOC Co-Chair*
	Eric Maag, Arts & Communications		*Ron Vess, AOC Co-Chair*
	Gary Creason, Bus., Professional & Tech. Ed.		*Linda Hensley, IPRC Co-chair*
	Diane Edwards-LiPera, Continuing Ed., Economic & Workforce Dev.		*Linda Gilstrap, Director of Instl. Research, Grants & Planning*
	Scott Finn, Counseling & Personal Development		*Rebecca Wolniewicz, ISLO Coordinator*
	Valerie Goodwin , Health, Exercise Science & Athletics		*Aaron Starck, SCCDAA Rep.*
	Randy Beach (for Leslie Yoder), Language & Literature		*Debbie Trujillo, Classified Administrator Rep.*
	Lukas Buehler, MSE		*Patti Blevins, Confidentials Rep.*
	Chris Hayashi, Social Sciences & Humanities		*Mary Wylie*, Strategic Planning Consultant*
	Diane Gustafson, Instructional Support Services		*Guest(s)*
	Recorder: Rosalva Garcia		

*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. 2. Degree and certificate requirements. 3. Grading policies. 4. Educational program development. 5. Standards of policies regarding student preparation/ success. 6. District and college governance structures, as related to faculty roles.	7. Processes for institutional planning and budget development 8. Faculty roles and involvement in accreditation processes, including self-study and annual reports. 9. Policies for faculty professional development activities. 10. Processes for program review. + 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: 7/6/11	Co-Chairs: Whittaker/Stuart	
BUSINESS ITEMS (*10 + 1 items)		
3. SCC Ground Rules and Civility Task Force	Goodwin	
4. SCC Operating Principles	Goodwin/Stuart	
5. Membership / Org Chart	Whittaker/Stuart	
I. Strategic Planning		
6. Strategic Planning Report: • SWC Governing Board Goals • Strategic Action Plans 2011-12 – Handout • Updated Timeline – Handout • Environmental Scan – Update • ARCC Report	 Whittaker Linda Gilstrap Meadows/Gilstrap	

Approved by Co-Chairs: July 19, 2011
Approved by SCC: July 20, 2011
DW:AES:RG

7. Prioritization: Update	Co-Chair: Whittaker	
II. Policy/Procedures Development		
8. Constituency Feedback requested: 1st reading Policy & Procedure Flowchart – Chart	Co-Chairs: Whittaker/Stuart Quarles/Blevins	
9. Policy/Procedure #4060 Delineation of Function	Co-Chair: Stuart	
10. Naming of Electronic Files	Blevins/Stuart	
11. Fraud Policy & Procedures	Co-Chair: Whittaker	
12. Policy & Procedure 3300 Public Records	Whittaker/Blevins	
III. Issue Management		
13. Reorganization Update / Personnel Hires 14. Establish College Song: Branscomb's *Phoenix* 15. Update – Food Pantry Project/Food Bank 16. Parking Task Team Update	Whittaker Stuart Stark Brown	
IV. Campus Communication		
17. From SF Weekly – Community College Students Discouraged from Repeating Classes	Whittaker/Larkin/Bender	
18. SCC Global Emails (Feedback on Options)	Co-Chair: Whittaker	
19. Comprehensive Emergency Management Program Development: Update	Temple/Whittaker	
20. SWC Website Update	Whittaker/Seaberry/Bender	
	Co-Chairs: Whittaker/Stuart	
V. Standing Committee Reports		
21. Accreditation Oversight Committee (AOC) - Campus Climate Survey Results	Stavenga/Vess	
22. Enrollment Management Committee (EMC) - Enrollment Projections - Summer School 2012 Recommendations	Stavenga/Lopez Beach	
23. Institutional Program Review Committee & Student Learning Outcomes • IPRC • SLO	Hensley/Tyner Wolniewicz	
24. Institutional Technology Committee (ITC)	Seaberry/Stuart	
25. Human Resources Committee (HRC) • Committee on Committees • Retirement Recognition Task Team	Quarles/	
26. Budget Committee (BC) • Governmental Relations Update	Temple/MacNeill Bender	
VI. TQM Debriefing		
• Meeting Feedback • Items for future agendas	Co-Chairs: Whittaker/Stuart	
Follow – Up Log		

SCC Retreat Reminder:
August 3, 12 – 4 p.m., L238 N & S; Lunch will be provided

Approved by Co-Chairs: July 19, 2011
Approved by SCC: July 20, 2011
DW:AES:RG

SHARED CONSULTATION COUNCIL

STRATEGIC PLANNING ~ POLICY & PROCEDURE APPROVAL ~ ISSUE MANAGEMENT ~ CAMPUS COMMUNICATION

Wednesday, July 6, 2011, 2:00 – 4:00 pm

Room L238S

MINUTES

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

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

*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. 2. Degree and certificate requirements. 3. Grading policies. 4. Educational program development. 5. Standards of policies regarding student preparation/ success. 6. District and college governance structures, as related to faculty roles.	7. Processes for institutional planning and budget development 8. Faculty roles and involvement in accreditation processes, including self-study and annual reports. 9. Policies for faculty professional development activities. 10. Processes for program review. + 1 Other academic and professional matters as mutually agreed between the Gov. Board & the Academic Senate.

AGENDA ITEM	DECISION
1. Call to Order / Approval of Agenda	Approved
2. Approval of the Minutes: 6/22/11	Approved
BUSINESS ITEMS (*10 + 1 items)	
3. Update: SCC Ground Rules and Civility Task Force	M/S/C to table item to 7/20/11.
I. Strategic Planning	
4. Strategic Planning Report: • Updated Timeline • SCC Organizational Chart	After lengthy discussion took place, M/S/C to have the following representation on the SCC. M /S/C to approve the Academic Senate, in conjunction with SCEA, to discuss an MOU for appointment procedures for four faculty on the revised SCC chart. The motion passed with two abstentions. M/S/C/ to have the following constituent groups appoint four representatives each to the SCC:

Approved by Co-Chairs: July 18, 2011
Approved by SCC: July 22, 2011
DW:AES:GB

	Administrators; ASO; CSEA; and one, Confidential (per their request). The motion passed with two abstentions.
5. Review of SWC Governing Board Goals	Postponed.
6. Prioritization: Update from Budget Committee	Temple announced that there is anticipation that the budget will not improve for fiscal year 2011-2012 and will only be deteriorate. There is a strong possibility that a $10 fee increase will take place during spring 2012, totaling the cost at $46 per unit. The Budget Committee discussed a motion to use the $600,000 not used in 2010-2011 to fund a minimum of seven new faculty positions from the FHP list. It was clarified that the money could be used to fund a minimum of 7, possibly 8, positions if feasible. The motion was seconded and approved.
7. Proposition R: Update	Item pulled.
8. ARCC Report	Item pulled
II. Policy/Procedures Development	
9. Constituency Feedback requested: 1st reading Policy & Procedure Flowchart – Chart	Item Postponed.
10. Naming Procedures of Electronic Files	Item Postponed.
III. Issue Management	
11. Naming of the Library Committee: Update on June 23 meeting	Co-Chair Whittaker announced that there were three items before the Naming of College Facilities & Properties Committee last week. The first recommendation was to name the cafeteria grill in honor of Raúl Haro (deceased); this item was approved by the Committee and will be vetted through the constituencies at the SCC in the near future. The SWC Foundation also suggested setting up a scholarship in Raúl's name. The second item revolved around a recommendation for the Administrative Building on the corner lot to be named after the College's founding father, Joe Rindone. The committee considered this and approved this item to go forward for constituency input at the SCC. The third item was regarding the Academic Senate's Resolution to name the Library for John Newhouse. There was no action taken on this item; it will be brought forth when faculty return for full vetting. These three recommendations will be coming through the SCC this coming fall .
IV. Campus Communication	
12. Reorganization Update	Tabled for next meeting
13. Summer School 2012	Because of the dire budget, there were suggestions not to offer summer classes during 2012. Constituent groups will be submitting pros & cons, if any, from their groups. Student Services would need to know soon to notify students.
14. SWC Website Update	Tabled for next meeting.
15. SCC Global Emails (Feedback on Options)	Tabled for next meeting.
16. Governmental Relations Update	Tabled for next meeting.
17. Comprehensive Emergency Management Program Development: Update	Tabled for next meeting.
V. Standing Committee Reports	
18. Accreditation Oversight Committee (AOC): Update	Stavenga announced that he was very pleased to announce that the Accrediting Commission took action to remove probation and

	reaffirm accreditation for SWC at its meeting June 8-10, 2011. The next accreditation report, the Mid-Term Report, is due in October 2012. The SCC and the AOC is to be highly commended for all their hard work.
19. Enrollment Management Committee (EMC)	Stavenga and Beach will have something to report at the next meeting and will be sending information prior to the next SCC meeting.
20. Institutional Program Review Committee & Student Learning Outcomes • IPRC • SLOs	Hensley provided an update on IPRC. All program reviews will be due on September 30. Hensley is available to come to your office to provide training, if needed. Hensley is also working to streamline the SLO Program into Program Review. *M/S/C to extend the meeting by 10 minutes. Approved*
21. Institutional Technology Committee (ITC)	Dr. Ben Seaberry, new Director of IT, provided an update on ITC. There is a new subcommittee, the Technology Plan Oversight Team (TPOT), which will be a core group of the ITC. Members will oversee the implementation of the Technology Plan and provide input on updating it. There was also work being done for funding IT prioritization and for reviewing the ITCs charge and scope.
22. Human Resources Committee (HRC) • Committee on Committees • Retirement Recognition Task Team	No report
23. Budget Committee Report (BC)	(see above)
VI. TQM Debriefing	
• Other items? Any comments? • Items for future agendas?	
Follow – Up Log • Policy & Procedure 3300 Public Records (3 enclosures – consultation form, policy and procedure) (Whittaker) • Establish College Song: Branscomb's *Phoenix* • Parking Issues Report • Student Success Needs: SCC Response ✓ Pantry/Food Bank ✓ Emergency Scholarship Project	

Summary/Adjournment: 4:20 p.m.

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

Approved by Co-Chairs: July 18, 2011
Approved by SCC: July 22, 2011
DW:AES:GB

SOUTHWESTERN COLLEGE

Ground Rules for Collegiality

- One person speaks at a time.
- Stay on task. No side conversations. Avoid distractions. Be present.
- Focus on the issue, not the person.
- Thoughtful and Respectful communication.
- Be unconditionally principled in all matters.
- Assume the best intentions and go to the source.
- Call for a process check at anytime.
- Represent your constituent group with integrity.
- Honor timelines for starting, ending and breaks.
- Use an agenda agreed upon by the group.
- Use a facilitator and recorder.
- Acknowledge an 'elephant in the room' (unspoken issues) that may impede communication, with an agreed upon process by the committee.

"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.
The District 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; and economic, workforce, and community development.
We promote student learning and success by committing to continuous improvement that includes planning, implementation, assessment, and evaluation. "

SHARED CONSULTATION COUNCIL

Guiding Principles & Operating Procedures

07/20/11

I. GENERAL PURPOSE

The purpose of the Southwestern Community College District's Shared Consultation Council (SCC) is to serve as the primary College District shared planning and decision-making body. All College District constituencies will be represented on the SCC and shall have a voice in identifying, reviewing and addressing College District needs and priorities. All committees and task forces operating within the College District, either directly or indirectly, will provide information and make recommendations to the SCC to ensure unity of purpose and efficiency of operations. The SCC will make its recommendations directly to the Superintendent/President.

The actions of the SCC will be guided by the operating principles set forth herein and will be based on the College District's strategic plan, Accreditation standards, Governing Board goals and constituency leader's input. These Operating Principles apply to all sub-committees of the SCC.

II. MEMBERSHIP

A. COMPOSITION OF SHARED CONSULTATION COUNCIL

Representative Area:	# of Reps	Areas/Details:
Co Chairs:	(1) (1)	Superintendent/President (non-voting) Academic Senate President (votes only to break a tie)
Administration:	(4) (4)	Vice Presidents SCCDAA President 3 SCCDAA Representatives
Faculty Representation:	(9)	A Representative from each School below: • Arts & Communication • Business, Technical & Professional Education • Counseling & Personal Development • Health, Exercise Science & Athletics • Language & Literature • Mathematics, Science & Engineering • Social Science & Humanities • Part-Time Faculty Representative • SCEA Rep
Center Representatives	(3)	1 each from the various HECs: 1 – Administration 1 – Faculty 1 – Classified

DRAFT

CSEA	(5)	CSEA President 4 CSEA Representatives
Confidentials	(1)	Confidentials Representative
Associated Student Organization (ASO)	(4)	ASO President 3 Student Representatives
Standing Committee Representatives: (elected by committee membership)	(8)	Accreditation Oversight Committee (AOC) Institutional Program Review Committee (IPRC) Institutional Student Learning Outcomes (ISLO) Institutional Technology Committee (ITC) Education Planning Committee Enrollment Management Committee (EMC) Facilities & Safety (FSC) Organizational Effectiveness (HR?)
Resource Members: (non-voting)	(3)	Dean of Institutional Effectiveness Director of Research, Grants & Planning Director of Institutional Research

SCC Voting Membership Total: 40

Administrators:	10
Faculty:	11
Students:	4
Classified:	6
Confidentials:	1
Committee Reps:	8 (can be any committee member)

B. TERM OF OFFICE

The length of term for each category of member is two (2) years, without term limits, unless otherwise noted herein. SCC representatives are permitted to send substitutes or alternates to attend meetings if written notice is submitted to the Co-Chairs within a reasonable amount of time prior to the meeting. Long-term absences, family leave, or medical emergencies may require an interim substitute for the duration and also require written notification to the Co-Chairs.

C. GENERAL RESPONSIBILITIES

All members of the (SCC) shall work together to:

1. Create a positive and effective council which makes meaningful recommendations to the Superintendent/President.
2. Resolve issues of the present while developing a vision for the future.
3. Foster a climate of trust and respect.
4. Ensure that all members of the SCC are able to express their opinions on all key issues.
5. Communicate accurately and regularly with College District staff and students regarding SCC matters.

D. SPECIFIC RESPONSIBILITIES

All members of the SCC will be expected to:

1. Represent and advocate for a specific constituency while maintaining commitment to the District as a whole.
2. Promote the shared planning & decision-making principles of SCC and support its recommendations to all constituent groups.
3. Participate actively (including being punctual and attending regularly).
4. Prepare well prior to meetings and complete outside assignments in a timely manner.
5. Make a concerted effort to ensure that the SCC works effectively and efficiently.
6. Treat other SCC members with professionalism (civility, courtesy, and respect).
7. Be open to all views on a subject before reaching a conclusion.
8. Support decisions of the SCC once a vote has been made and recorded.
9. Honor confidentiality where the SCC has agreed it is appropriate.
10. Ensure accurate and timely communication with all members of one's respective constituency.

III. FUNCTIONS OF THE SHARED CONSULTATION COUNCIL

The SCC is the primary shared planning & decision-making body for institution-wide issues, including strategic planning, goals, accreditation, student success, and budget priorities. In addition, the SCC is the designated College District council which is entrusted with facilitating and ensuring integrated planning. Major functions of the SCC include, but are not limited to:

1. Receive information from all College District committees and task forces.

2. Establish subcommittees and task groups as deemed necessary.

3. Periodically review the Shared Planning & Decision-Making Handbook and recommend modifications if necessary to improve institutional effectiveness.

4. Receive, review and establish institutional priorities and goals based on program review data.
5. Evaluate in a systematic way, progress being made by the SCC standing committees to achieve agreed-upon institutional goals in alignment with the College District Mission.

6. Review and approve all institutional plans and documents and communicating these to the campus community.

IV. MEETING NORMS & GROUND RULES

SCC Ground Rules for Collegiality

- One person speaks at a time.
- Stay on task. No side conversations.
- Avoid distractions. Be present.

- Focus on the issue, not the person.
- Use thoughtful and respectful communication.
- Be unconditionally principled in all matters.
- Assume the best intentions and go to the source.
- Call for a process check at anytime.
- Represent your constituent group with integrity.
- Honor timelines for starting, ending and breaks.
- Use an agenda agreed upon by the group.
- Use a facilitator and recorder.
- Acknowledge an 'elephant in the room' (unspoken issues) that may impede communication, with an agreed upon process by the committee.

The Superintendent/President and President of Academic Senate will co-chair Council meetings. The President of the Academic Senate will determine when consensus has been reached and will forward the recommendations of to the Superintendent/President in writing. The recommendation of the SCC will normally be accepted while the Superintendent/ President retains the authority to make recommendations independent from those of the SCC. Where Superintendent/President recommendations differ from those of the SCC, the Superintendent/ President will present both recommendations to the Governing Board and outline the differences between the recommendations as well as the rationale for the difference to both the Shared Consultation Council members and the Governing Board in writing within a reasonable amount of time.

All Council action will be in the form of consensus. In the context of the SCC, consensus shall be defined as general agreement of those assembled. For the SCC, consensus is defined as ___% of membership. No consensus may be reached without the presence of a quorum of members. A quorum is defined as _____ members. If those assembled conclude that consensus cannot be reached, District Policy 2510 shall remain in effect unless such policy exposes the College District to legal liability or fiscal hardship. As per College District Policy and Procedures 2510, when legal liability or fiscal hardship requires that existing policy be changed, the Superintendent/President may act, after a good faith effort to reach agreement, only for compelling legal, fiscal, or organizational reasons.

Members will use professionalism in their use of electronic devices during meetings.

At any time, a member may acknowledge 'an elephant in the room' or unspoken issue that has altered the communication in the committee meeting or structure, and call for a motion of discussion. The Co-Chairs ask for a second by the members for acknowledgement of the 'elephant'. If a second is given, the Co-Chairs will establish a maximum time frame (i.e., 10 minutes) to address the issue, starting with the member who has put the motion in order. Resolution or agreement to resolve the issue outside the committee structure, should be established by the end of the discussion.

SCC Meetings are open meetings and are not required to follow The Brown Act. SCC meetings should follow agreed-upon parliamentary procedures, such as Robert's Rules;

standing committees may also opt to use Robert's Rules or they may develop their own procedures to allow for full representative voice and participation. A parliamentarian, who is a non-voting member or an outside interested body, will be appointed by the Co-Chairs. The parliamentarian will establish the speaker's order for agenda discussion, final authority on the decisions using Robert Rules of Order and keep the meeting on task/timeframe.

The SCC will participate in an annual self-evaluation process during the month of June to assess its progress and identify areas needing modification. Revision of any area of its Operating Principles will be revised by consensus and approved at the last SCC meeting in June. Based upon its self-evaluation, the SCC will provide an annual report, which shall be a public document, to the Governing Board at its July meeting.

The SCC Co-Chairs, or designees, shall be responsible for planning a summer retreat to review the College District's Mission, environmental scans, and establish SCC goals for the upcoming year, as well as provide training for members when needed.

In order to implement and promote District-wide Shared Planning and Decision-Making as outlined in Policy & Procedure 2510, all SCC standing committees shall be Co-Chaired by one administrator or his/her designee, and one non-administrative member, either a faculty or classified member.

V. MEETINGS

A. Frequency

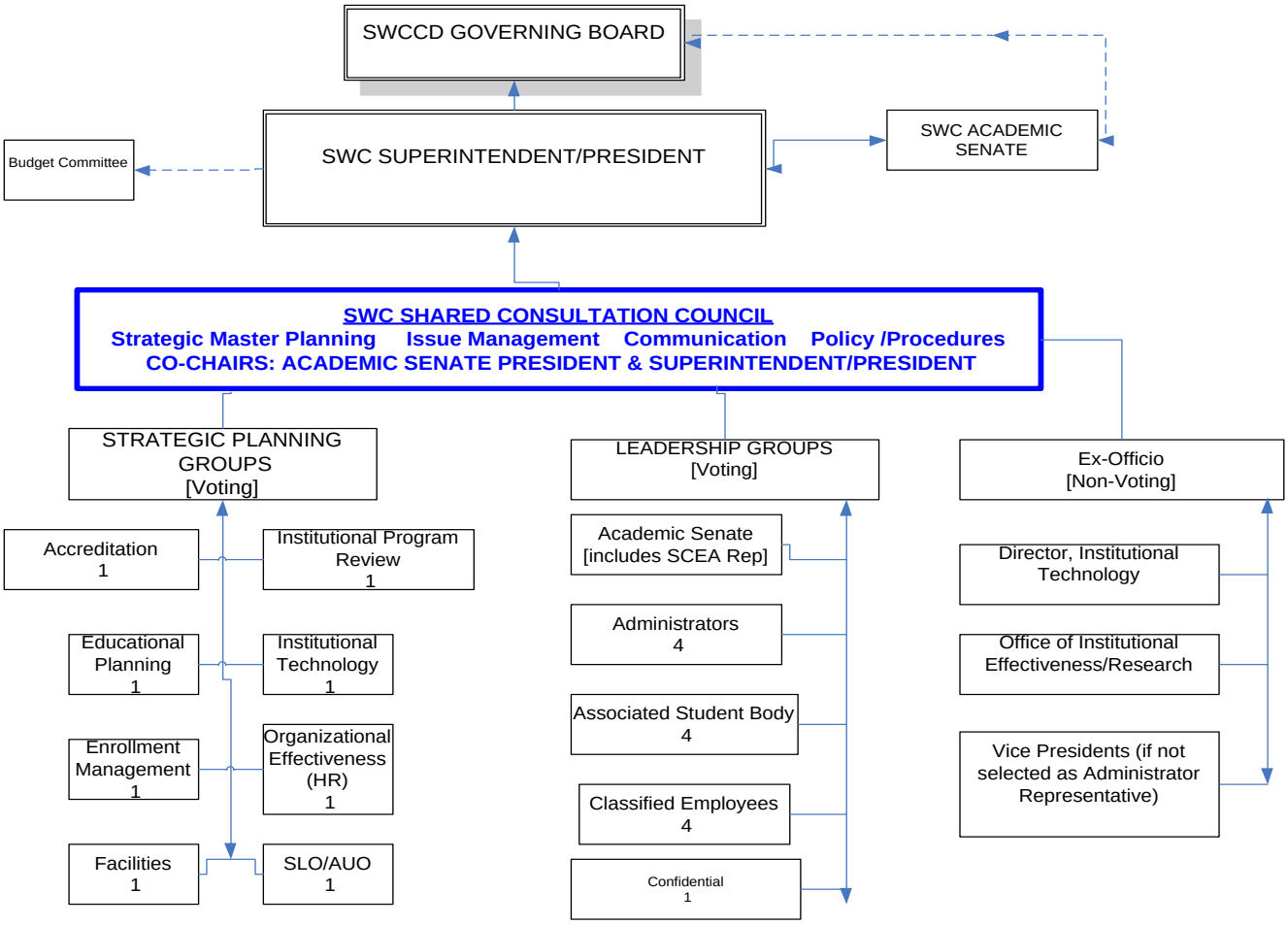
Meetings will be scheduled for at least an hour and half at least twice a month on Wednesday afternoons including during the summer. Co-chairs may call for additional meetings as deemed necessary. Exact dates for the summer and for the following academic year shall be determined at the last SCC meeting in May.

B. Development of Agenda

Agenda items for meetings can be submitted through a representative member or directly to the Co-Chairs one (1) week prior to the meeting at which action would like to be taken. A requested agenda item may be acted upon, assigned to a task force created by the Council, or referred to another appropriate College District committee or body, and will be placed on the next available SCC agenda as time permits. All agendas will include the Southwestern College mission statement.

DRAFT 3: 07/12/11

SOUTHWESTERN COLLEGE
SHARED CONSULTATION COUNCIL STRUCTURE



2011-2012 Governing Board Institutional Goals

GOAL 1: Ensure restoration of full accreditation status and continue to use accreditation standards to guide strategic planning and operations.

GOAL 2: Continue development of integrated data systems that provide information for measurable student success that support college operations, and institutional decision-making. Build a culture of evidence.

GOAL 3: Ensure that the College District budget effectively addresses the current fiscal crisis and provides fiscal stability to maintain instructional, student support, and operational integrity.

GOAL 4: Ensure a state-of-the-art teaching, learning, and work environment, including but not limited to technological advancements.

GOAL 5: Taking into consideration anticipated severe budget reductions, develop a plan to prioritize the SCCD focused Mission for the determination of resource allocation.

GOAL 6: Optimize resources and generate revenue for and through programs, partnerships, and grants.

2011-2012 Governing Board Performance Goals

- The Board identified the following goals to enhance its own performance as a board. These goals will be included as criteria in the next board self-evaluation.
- Monitor progress on the board goals for the institution, including establishing objectives and a timeline in conjunction with the Interim Superintendent/President.
- Implement a study session schedule for board education and monitoring.
- Continue review and updating of board policies.
- Expect board members to be visible and involved in the community, including with business, industry, education, labor and civic organizations.
- Conduct a search for a permanent Superintendent/President and hire an outstanding candidate.
- Review the board self-evaluation process and criteria prior to the next cycle and implement changes as appropriate.

As Finalized at the April 7, 2011 Study Session

Governing Board Institutional Goals as finalized at the April 7, 2011 Study Session

GOAL 1: Ensure restoration of full accreditation status and continue to use accreditation standards to guide strategic planning and operations.

GOAL 2: Continue development of integrated data systems that provide information for measurable student success that support college operations, and institutional decision-making. Build a culture of evidence.

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Governing Board Performance Goals as finalized at the April 7, 2011 Study Session:

- The Board identified the following goals to enhance its own performance as a board. These goals will be included as criteria in the next board self-evaluation.
- Monitor progress on the board goals for the institution, including establishing objectives and a timeline in conjunction with the Interim Superintendent/President.
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2011-12 Annual Strategic Planning Action Plans DRAFT6/20/11

Southwestern College's 8 Strategic Priorities: (in unranked order)

1 — Student Access
2 — Student Success
3 — Economic, Workforce and Community Development
4 — Financial Resources and Development
5 — Organizational Effectiveness
6 — Human Resources
7 — Teaching & Learning
8 — Institutional Technology & Research

Priority 1 & 2— Student Access and Success
Co-Chairs: Angelica Suarez, Bea Zamora, Manny Lopez, Irma Alvarez, Jennifer Harper, one faculty member (tba)

1. Determine feasibility of institutionalizing Basic Skills Initiative projects based on empirical data.
2. Focus on options for the forward transfer of students to colleges and universities.
3. Increase the number of new students who obtain a roadmap leading to their educational goal (e.g., SEPs)
4. Establish initiatives for career pathways with local high schools (e.g., Discover SWC)
5. Establish a marketing plan to promote the accessibility of the Higher Education Centers

Priority 3—Economic, Workforce and Community Development
Co-Chairs: Irma Alvarez, Debbie Trujillo

1. Finalize and implement a College-wide Workforce and Business Development (WBD) Plan that inventories and promotes current SWC programs that support economic workforce and community development efforts and identifies new/emerging program areas in need of development.
2. Support the creation, retention, and expansion of business and industry to contribute to the revitalization of our local economy.

Priority 4— Financial Resources and Development
Co-Chairs: Wayne Yanda and Andrew MacNeill

1. Provide a transparent budget development process and a balanced budget
2. Reconcile primary bank accounts by the end of the following month
3. Implement new technologies within Financial Resources including technologies to better manage human resources, physical assets and financial budgeting and forecasting.

Priority 5 and 6—Organizational Effectiveness and Human Resources
Co-Chairs: Michael Kerns, Diana Kelly, Diane Gustafson

1. Review and clarify the purpose, roles and responsibilities of participatory decision-making for all stakeholders and ensure a cyclical review.
2. Strengthen professional development by implementing individualized professional development plans for all stakeholders.
3. Foster a positive work environment by promoting cultural competency among all constituency groups.
4. Foster a positive work environment by strengthening mutual respect among all constituency groups.

Priority 7— Teaching & Learning
Co-Chairs: Veronica Lopez, Mark Stavenga, Randy Beach

1. Provide a state-of-the art environment that supports effective instruction, learning, and learning support services.
2. Encourage innovation in teaching methodologies and/or modes.
3. Promote critical thinking.

Priority 8— Institutional Technology & Research
In support of establishing and sustaining a data-driven decision-making environment:
Co-Chairs: Mark Temple, Angelina E. Stuart

1. Assess, identify and correct key technology infrastructure issues that are detrimental to our organizational operations
2. Implement the SWC Technology Plan in conjunction with the Institutional Technology Committee.
3. Provide accurate, easily accessible data to address performance measures and support institutional program review.

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)

SAMPLE

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

SAMPLE

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.

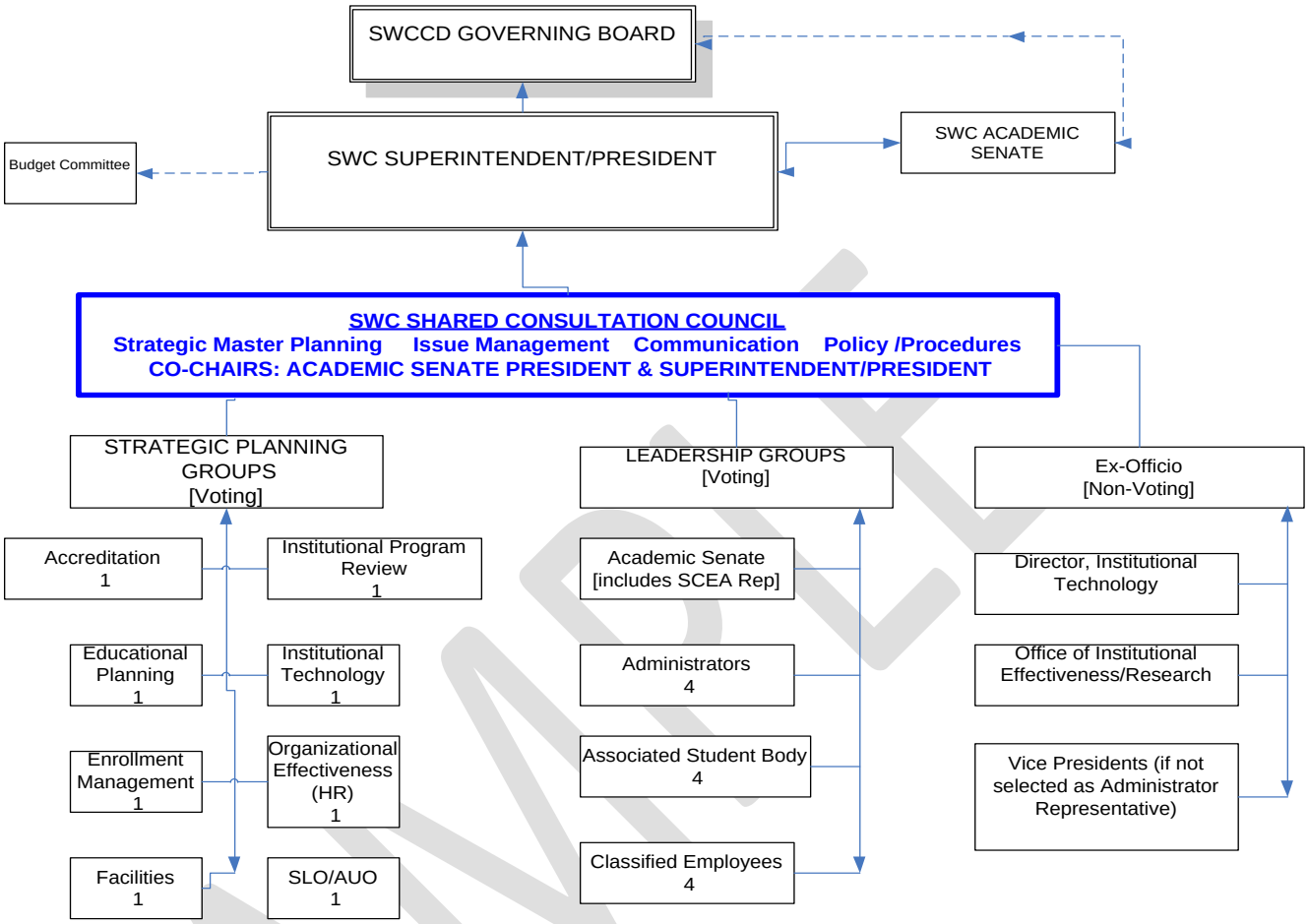
The issue management function takes place as new campus issues are presented to the Shared Consultation Council and either addressed or referred to the appropriate College committee and/or individual/s for review and consideration.

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.

SAMPLE

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.

SAMPLE

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:

SAMPLE

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

SAMPLE

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

SAMPLE

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

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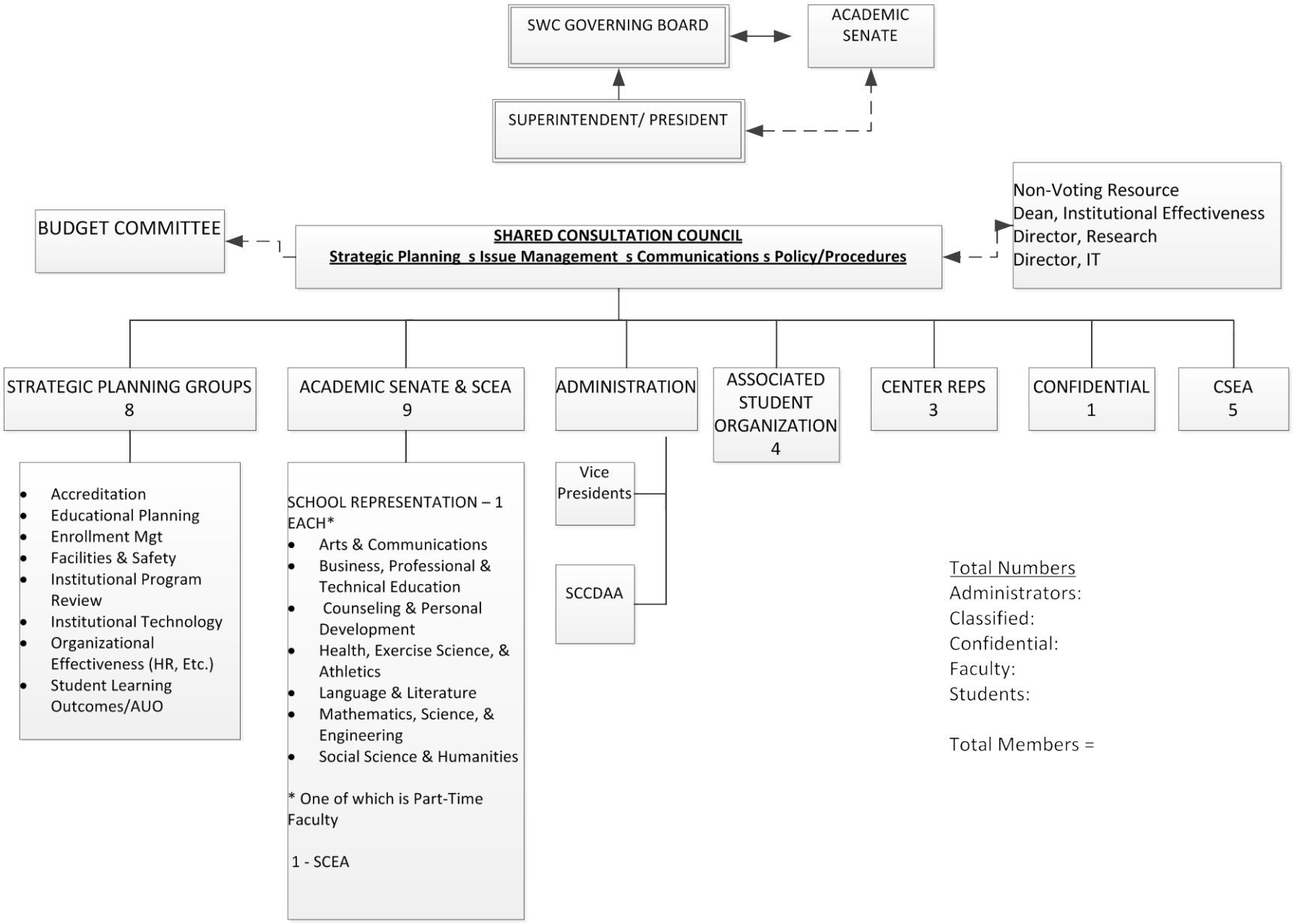
SOUTHWESTERN COLLEGE SHARED CONSULTATION MODEL – COMBINED "THEN & NOW" - SAMPLE 7/13/11



Southwestern College

Southwestern Community College District

College Performance Indicators

Student Progress and Achievement: Degree/Certificate/Transfer

Table 1.1: Student Progress and Achievement Rate

Percentage of first-time students who showed intent to complete and who achieved any of the following outcomes within six years: Transferred to a four-year college; or earned an AA/AS; or earned a Certificate (18 units or more); or achieved "Transfer Directed" status; or achieved "Transfer Prepared" status. (See explanation in Appendix B.)

	2002-2003 to 2007-2008	2003-2004 to 2008-2009	2004-2005 to 2009-2010
Student Progress and Achievement Rate	49.6%	49.4%	51.6%

Table 1.1a: Percent of Students Who Earned at Least 30 Units

Percentage of first-time students who showed intent to complete and who earned at least 30 units while in the California Community College System. (See explanation in Appendix B.)

	2002-2003 to 2007-2008	2003-2004 to 2008-2009	2004-2005 to 2009-2010
Percent of Students Who Earned at Least 30 Units	75.1%	75.2%	74.8%

Table 1.2: Persistence Rate

Percentage of first-time students with a minimum of six units earned in a Fall term and who returned and enrolled in the subsequent Fall term anywhere in the system. (See explanation in Appendix B.)

	Fall 2006 to Fall 2007	Fall 2007 to Fall 2008	Fall 2008 to Fall 2009
Persistence Rate	70.3%	69.0%	74.3%

Southwestern College
Southwestern Community College District

College Performance Indicators

Student Progress and Achievement: Vocational/Occupational/Workforce Development

Table 1.3: Annual Successful Course Completion Rate for Credit Vocational Courses

See explanation in Appendix B.

	2007-2008	2008-2009	2009-2010
Annual Successful Course Completion Rate for Vocational Courses	73.6%	77.8%	74.6%

Pre-Collegiate Improvement: Basic Skills, ESL, and Enhanced Noncredit

Table 1.4: Annual Successful Course Completion Rate for Credit Basic Skills Courses

See explanation in Appendix B.

	2007-2008	2008-2009	2009-2010
Annual Successful Course Completion Rate for Basic Skills Courses	55.0%	61.7%	59.4%

Table 1.5: Improvement Rates for ESL and Credit Basic Skills Courses

See explanation in Appendix B.

	2005-2006 to 2007-2008	2006-2007 to 2008-2009	2007-2008 to 2009-2010
ESL Improvement Rate	55.9%	58.4%	52.2%
Basic Skills Improvement Rate	43.0%	46.7%	48.9%

Table 1.6: Career Development and College Preparation (CDCP) Progress and Achievement Rate

See explanation in Appendix B.

	2005-2006 to 2007-2008	2006-2007 to 2008-2009	2007-2008 to 2009-2010
CDCP Progress and Achievement Rate	8.7%	10.2%	11.3%

Southwestern College

Southwestern Community College District

College Profile

Table 1.7:
Annual Unduplicated Headcount and Full-Time Equivalent Students (FTES)

	2007-2008	2008-2009	2009-2010
Annual Unduplicated Headcount	32,030	29,620	30,478
Full-Time Equivalent Students (FTES)*	15,829	16,178	16,107

Source: The annual unduplicated headcount data are produced by the Chancellor's Office, Management Information System. The FTES data are produced from the Chancellor's Office, Fiscal Services 320 Report.

*FTES data for 2007-2008 and 2008-2009 are based on the FTES recalculation. FTES data for 2009-2010 are based on the FTES annual data.

Table 1.8:
Age of Students at Enrollment

	2007-2008	2008-2009	2009-2010
19 or less	30.1%	29.5%	31.5%
20 - 24	29.8%	31.2%	31.8%
25 - 49	31.7%	31.1%	30.2%
Over 49	8.5%	8.2%	6.5%
Unknown	0.0%	.%	0.0%

Source: Chancellor's Office, Management Information System

Table 1.9:
Gender of Students

	2007-2008	2008-2009	2009-2010
Female	57.3%	56.7%	54.5%
Male	42.7%	43.3%	45.4%
Unknown	0.0%	0.0%	0.1%

Source: Chancellor's Office, Management Information System

Southwestern College

Southwestern Community College District

College Profile

Table 1.10:
Ethnicity of Students

	2007-2008	2008-2009	2009-2010
African American	5.5%	5.2%	5.2%
American Indian/Alaskan Native	0.5%	0.5%	0.6%
Asian	2.7%	2.7%	2.8%
Filipino	12.2%	11.5%	11.1%
Hispanic	57.6%	60.3%	59.4%
Pacific Islander	1.0%	0.9%	1.0%
Two or More Races	.%	.%	.%
Unknown/Non-Respondent	5.3%	5.4%	6.4%
White Non-Hispanic	15.2%	13.5%	13.6%

Source: Chancellor's Office, Management Information System

Southwestern College

Southwestern Community College District

College Peer Grouping

Table 1.11: Peer Grouping

	Indicator	College's Rate	Peer Group Average	Peer Group Low	Peer Group High	Peer Group
A	Student Progress and Achievement Rate	51.6	46.8	36.2	51.6	*A3*
B	Percent of Students Who Earned at Least 30 Units	74.8	72.4	57.8	80.3	*B2*
C	Persistence Rate	74.3	70.8	56.2	79.2	*C3*
D	Annual Successful Course Completion Rate for Credit Vocational Courses	74.6	73.8	63.7	80.8	*D2*
E	Annual Successful Course Completion Rate for Credit Basic Skills Courses	59.4	64.4	57.6	80.7	*E3*
F	Improvement Rate for Credit Basic Skills Courses	48.9	57.6	39.5	76.0	*F2*
G	Improvement Rate for Credit ESL Courses	52.2	58.7	48.9	69.2	*G5*

Note: Please refer to Appendices A and B for more information on these rates. The technical details of the peer grouping process are available in Appendix D.

Policy & Procedure Development and Approval Process

Develop
New Policy/Procedure

Update/Revise
Existing Policy/Procedure

STEP 1:
VP assigns lead Adm. & Academic Senate Assigns lead Faculty if part of 10+1 areas.

Adm.

Academic Senate (10+1 Items only)

STEP 2A:
Leads prepare draft policy/procedure for SCC Consultation Process and completes Consultation Form

STEP 2B:
Leads consult with HR Compliance Coordinator for format and legal references (Title V, Ed Code, CCLC, Other Colleges)

STEP 2C:
Leads submit Policy & Procedure Consultation Form to the respective Vice President who submits to VPHR

STEP 3:
VPHR submits to S/P Office for placement on SCC Agenda

THE CONSULTATION PROCESS – SHARED CONSULTATION COUNCIL

STEP 4:
SCC Reviews Policy/Procedure and initiates formal consultation process through constituent leaders –
Timeline noted on form
(Feedback is provided to Leads for review and possible revision)

Mmgt.

Faculty (Academic Senate)

Students (ASO)

Classified Staff

STEP 5:
SCC Approves/ Disapproves Policy/ Procedure and makes recommendation to S/P

STEP 6:
(If Approved)
Superintendent/President and Cabinet Review
HR Submits Policy to GB for Approval/ Disapproval.

STEP 7:
GB Adopts/Rejects Policy

If Policy is adopted, VPHR Posts to Public Folders/Website

If not policy is not adopted, it is returned to respective VP

Policy & Procedures
Chapter 1: College District (VPHR) - Excluded
Chapter 2: Governing Board (S/P & GB) - Excluded
Chapter 3: General Institution (VPHR)
Chapter 4: Academic Affairs (VPAA)
Chapter 5: Student Affairs (VPSA)
Chapter 6: Business & Financial Affairs (VPBFA)
Chapter 7: Human Resources (VPHR)

5/22/11

Delineation of Functions Agreements

Whenever a mutual agreement with a school district or other educational entity relating to responsibility for noncredit continuing education programs is required by state law, the Superintendent/President shall present an appropriate memorandum of understanding to the Governing Board for approval.

Reference: California Education Code Sections 8535 and 8536

DRAFT

Delineation of Functions Agreements

In order to be in compliance with Education Code Sections 8535 and 8536, whenever the College District is approached by another educational agency (public school district or community college district) or wishes to offer non-credit adult education classes, the following procedure will be implemented:

1) The Vice President for Academic Affairs will initiate or receive the proposal to offer non-credit adult education classes from the requesting educational agency, following the requirements outlined in Education Code Section 8535.

2) The Vice President for Academic Affairs will review the proposal with respect to whether the proposed courses fit within the College District's non-credit curriculum. Such review would consist of, but not be limited to, information on course titles, course content, projected enrollment, location of and faculty credential requirements. The Vice President for Academic Affairs will review the proposal and will consult with the Academic Senate and other administrators and committees as appropriate.

3) If approved, a memorandum of understanding specifying a Delineation of Functions Agreement will be developed jointly with the other educational agency. The agreement shall contain all legal and contractual obligations of either or both educational agencies under the program. Furthermore, the written agreement shall specify that only courses that quality as community college noncredit education under Education Code Section 84757 shall be offered by the College District.

4) The memorandum of understanding specifying the Delineation of Functions Agreement will be submitted to the Governing Board for approval.

5) If approved by the Governing Board, appropriate paperwork and reports required by the California Community college Chancellor's Office will be completed ini a timely fashion and submitted for implementation.

DRAFT

Reference: California Education Code Sections 8535, 8536, 84757

FRAUD

Reference:

I. PURPOSE AND SCOPE

To establish policy and procedures for clarifying acts that are considered to be fraudulent, describing the steps to be taken when fraud or other related dishonest activities are suspected, and providing procedures to follow in accounting for missing funds, restitution and recoveries.

II. GENERAL

A. Southwestern College is committed to protecting its assets against the risk of loss or misuse. Accordingly, it is the policy of Southwestern Community College District to identify and promptly investigate any possibility of fraudulent or related dishonest activities against the District and, when appropriate, to pursue legal remedies available under the law.

B. DEFINITIONS

1. Fraud – Fraud and other similar irregularities include, but are not limited to:

   a. Claim for reimbursement of expenses that are not job-related or authorized.

   b. Forgery or unauthorized alteration of documents (checks, promissory notes, time sheets, independent contractor agreements, purchase orders, etc.).

   c. Misappropriation of District assets (funds, securities, supplies, furniture, equipment, etc.).

   d. Improprieties in handling or reporting money transactions.

   e. Authorizing or receiving payment for goods not received or services not performed.

   f. Computer-related activity involving unauthorized alteration, destruction, forgery, or manipulation of data or misappropriation of District-owned software.

   g. Misrepresentation of information on documents.

h. Any apparent violation of Federal, State, or Local laws related to dishonest activities or fraud.

i. Seeking or accepting anything of material value from those doing business with the District including vendors, consultants, contractors, lessees, applicants, and grantees.

2. Employee – In this context, employee refers to any individual or group of individuals who receive compensation, either full- or part-time, from Southwestern College. The term also includes any volunteer who provides services to the District through an official arrangement with the District or a District organization.

3. Management – In this context, management refers to any Administrator, Vice President for Business and Financial Affairs, Director of Finance, Supervisor, or other individual who manages or supervises funds or other resources, including human resources.

C. It is the District's intent to fully investigate any suspected acts of fraud, misappropriation, or other similar irregularity. An objective and impartial investigation will be conducted regardless of the position, title, and length of service or relationship with the District of any party who might be or become involved in or becomes the subject of such investigation.

D. Each department of the District is responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, misappropriations, and other irregularities. Management should be familiar with the types of improprieties that might occur within their area of responsibility and be alert for any indications of such conduct.

E. Employees will be granted whistle-blower protection when acting in accordance with this policy. When informed of a suspected impropriety, neither the District nor any person acting on behalf of the District shall;

1. Dismiss or threaten to dismiss the employee,

2. Discipline, suspend, or threaten to discipline or suspend the employee,

3. Impose any penalty upon the employee, or

4. Intimidate or coerce the employee.

Violations of the whistle-blower protection will result in discipline up to and including dismissal.

F. Upon conclusion of the investigation, the results will be reported to the Vice President for Business and Financial Affairs.

G. The Vice President for Human Resources and, following review of investigation results, will take appropriate action regarding employee misconduct. Disciplinary action can include termination, and referral of the case of the District Attorney's Office for possible prosecution.

H. The District will pursue every reasonable effort, including court ordered restitution, to obtain recovery of District losses from the offender, or other appropriate sources.

Office of Primary Responsibility: Vice President for Business and Financial Affairs

Date Approved:

PUBLIC RECORDS

DRAFT

Reference: *Government Code Sections 6250 et seq. (California Public Records Act)*

Members of the public may request to inspect or copy public records that are in the possession of Southwestern Community College District. A request by a member of the public may be delivered by mail, email or in person to the Office of the Vice President for Human Resources. Any request for public records received by any other employee or office of the College District shall be immediately forwarded to the Office of the Vice President for Human Resources. Any request shall identify with reasonable specificity the records that are sought. If additional information is needed, the Vice President for Human Resources, or designee, may request it be provided in writing.

Within ten business days of receiving the request, the Vice President for Human Resources will determine whether or not the records requested are disclosable public documents in the District's possession; and will notify the requestor of the determination in writing. This notification will also include the estimated date and time the disclosable public documents will be made available. Any notification denying a request shall set forth the names and titles or positions of each person responsible for the denial.

In unusual circumstances, the time limit for providing a determination may be extended by no more than 14 days by written notice to the person making the request, setting forth the reasons for the extension and the date on which a determination is expected to be provided. "Unusual circumstances" means the following, but only to the extent reasonably necessary to the proper processing of the particular request:

(1) The need to search for and collect the requested records from field facilities or other establishments that are separate from the office processing the request.
(2) The need to search for, collect, and appropriately examine a voluminous amount of separate and distinct records that are demanded in a single request.
(3) The need for consultation, which shall be conducted with all practicable speed, with another agency having substantial interest in the determination of the request or among two or more components of the agency having substantial subject matter interest therein.
(4) The need to compile data, to write programming language or a computer program, or to construct a computer report to extract data.

The College District may not limit access to a public record based upon the purpose for which the record is being requested, if the record is otherwise subject to disclosure.

PUBLIC RECORDS

Members of the public shall be assisted in identifying records or information that may respond to their request. Assistance that will be provided includes: the information technology and physical location in which the records exist; and practical suggestions for overcoming denial of access to the records or information.

Any request to inspect records shall be made sufficiently in advance of the date of inspection to allow staff members time to assemble the records and identify any records that may be exempt from disclosure.

Records that are exempt from disclosure under the Public Records Act or any other provision of law may not be inspected or copied by members of the public. Social security numbers must be redacted from records before they are disclosed to the public.

Categories of documents exempted by law from disclosure include, but are not limited to:

- Student records (Education Code Section 76243)
- Preliminary drafts, notes, or interagency or intra-agency memoranda that are not retained by the public agency in the ordinary course of business, provided that the public interest in withholding the records clearly outweighs the public interest in disclosure. (Government Code Section 6254(a))
- Records pertaining to pending litigation …or to claims…until the pending litigation or claim has been finally adjudicated or otherwise settled. (Government Code Section 6254(b))
- Personnel, medical or similar files, the disclosure of which would constitute an unwarranted invasion of personal privacy (Government Code Section 6254(c))
- Test questions, scoring keys, and other examination data used to administer a licensing examination, examination for employment, or academic examination [except for standardized tests provided for by Education Code Sections 99150 et seq.]. (Government Code Section 6254(g).)
- The contents of real estate appraisals or engineering or feasibility estimates and evaluations…relative to the acquisition of property, or to prospective public supply and construction contracts, until all of the property has been acquired or all of the contract agreement obtained. (Government Code Section 6254(h)).
- Internet posting of home address or telephone numbers of local elected officials (Government Code Section 6254.21)

PUBLIC RECORDS

- Home addresses and home telephone number of employees of a school district or county office of education (other than to an agent or family member of the employee, to an officer of another school district when necessary, to an employee organization, or to an agency or employee of a health benefit plan.) (Government Code Section 6254.3)
- Records regarding alternative investments (i.e. an investment in a private equity fund, venture fund, hedge fund, or absolute return fund; limited partnership, limited liability company or similar legal structure) involving public investment funds, unless already publicly released by the keeper of the information.
- Information security records, if disclosure of that record would reveal vulnerabilities to, or otherwise increase the potential for an attack on, the District's information technology system.

A copying fee of $.10 per page will be assessed for documents produced in response to a request for public records.

PUBLIC RECORDS

DRAFT

Reference: Government Code Sections 6250 et seq. (California Public Records Act)

In enacting the Public Records Act, the California Legislature finds and declares that access to information concerning the conduct of the people's business is a fundamental and necessary right of every person in this state.

Members of the public shall have the right to access public records in the possession of the Southwestern Community College District which is a "local agency" as defined by Government Code Section 6252(a).

"Public records" includes any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics.

"Writing" means any handwriting, typewriting, printing, photographing, photocopying, transmitting by electronic mail or facsimile, and every other means of recording upon any tangible thing any form of communication or representation, including letters, words, pictures, sounds, or symbols, or combinations thereof, and any record thereby created, regardless of the manner in which the record has been stored.

"Member of the public" means any natural person, corporation, partnership, limited liability company, firm, or association, elected member or officer of any state or local agency.

The procedures for access to public documents, pursuant to the requirements of the California Public Records Act, are contained in District Procedure No. 3300.