Background: The Path Begins

This Councils and Committees manual is intended to strengthen the college’s long standing history of commitment to shared governance, foster an environment of open communication, and enhance processes in the spirit of continuous improvement.

The need to evaluate Allan Hancock College’s existing planning and budget processes and the need to improve campus climate has been identified by both staff and administrators. The dialogue began in earnest with the October 2008 shared governance workshop facilitated by Regina Stanback-Stroud.

In response to workshop feedback, the Planning Committee formed a Shared Governance and Integrated Planning Taskforce to evaluate and improve the college’s planning/budget and shared governance processes. The taskforce divided into two small groups to complete its charge:

1. **The Shared Governance Small Group**
   Charged with proposing a “blueprint” for an environment that fosters shared governance and communication.

2. **The Integrated Planning Small Group**
   Charged with making a recommendation regarding the college’s committee structure and functions to assure the integration of budget and planning.

The Shared Governance Small Group completed the “blueprint” of this manual over the course of the spring 2009 semester. The Integrated Planning Small Group, reflecting on the “blueprint,” completed its work during summer 2009, recommending a revised integrated planning model. The Shared Governance and Integrated Planning Taskforce then compiled the information into the draft “Decision Making Manual” as a recommendation to the Planning Committee, thus completing their charge in September 2009.

The Planning Committee reviewed the taskforce’s recommendations and further developed the manual during fall 2009 and spring 2010 semesters.
Acknowledgements

The completion of this document was made possible by the input of our campus community and the hard work and dedication of the following committee, taskforce, and small group members.

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# Table of Contents

Background: The Path Begins ................................................................. i
Acknowledgements .............................................................................. ii
Introduction .......................................................................................... 1

Part I: The Decision Making Process .................................................. 2
Allan Hancock College Values ............................................................... 2
  Vision ................................................................................................. 2
  Mission .............................................................................................. 2
Decision-Making Philosophy ................................................................. 3
Campus Climate .................................................................................... 4
Communication: A Path to Effective Decision Making ....................... 5
  Benefits of Positive Communication .................................................. 5
Complementary Processes .................................................................... 6
Shared Governance: A Path to Decisions ............................................. 6
  Guiding Principles for Shared Governance ......................................... 8
  Shared Governance: Indicators of Effectiveness .................................. 9
  Decision Making Statement of Evaluation ......................................... 9

Administrative Decisions ..................................................................... 10
Operational Decisions ......................................................................... 10
Collective Bargaining .......................................................................... 10

Shared Governance Relationships ..................................................... 11
  The Board of Trustees ......................................................................... 11
  The Superintendent/President .............................................................. 11
Administrators ................................................................................... 12
Management Association .................................................................... 12
Faculty ............................................................................................... 12
Classified Employees .......................................................................... 13
Associated Student Body Government ............................................... 14
Brown Act .......................................................................................... 15

Part II: Planning & Resource Allocation .............................................. 16
Multi-level Integrated Planning Model ................................................. 16
Overview of Planning .......................................................................... 17
  Educational Master Planning (Annual Cycle) ...................................... 17
Multi-level Integrated Planning Model ................................................. 18
Integrated Planning Timeline – Annual Process .................................. 19
  Integrated Planning Statement of Evaluation .................................... 19
Introduction

Taguchi’s Rule: The further away from the point of service that decisions are made, the higher the cost, the lower the satisfaction, and the lower the quality.

Allan Hancock College is dedicated to open, honest, and effective decision making and invites all campus constituencies to participate in shared governance towards the following ends:

Decisions that reflect the college’s core values and mission

1) Improved campus climate

This manual is designed to facilitate council and committee decision making by clarifying the path decisions take or process they follow. It is also meant to reinforce that each campus constituency is responsible for its role in decision making in order to ensure effective collaboration; for clarity, a detailed description of each council and committee is included.

This manual is organized in five parts as follows:

Part I: The Decision Making Process
Definitions and clarification of the decision-making processes at Allan Hancock College

Part II: Planning and Resource Allocation
Description of the Integrated Planning and Resource Allocation processes

Part III: Councils and Committees
Descriptions of councils and committees (including function, membership, agenda, etc.)

Part IV: FAQ’s

Part V: The Appendices
Part I: The Decision Making Process

Allan Hancock College Values

- Student Success
- Innovation
- Mutual Respect
- Lifelong Learning
- Diversity
- Academic Freedom
- Shared Governance
- Excellence

We at Allan Hancock College express our values in all that we do. Our commitment is to find innovative ways to enhance student achievement and to always put students first. We operate in a culture of mutual respect and lifelong learning, developing relationships among students and employees to enrich our collective appreciation for diverse ideas, thoughts, and experiences. Our culture is supported by a philosophy that shared governance and academic freedom are primary vehicles in promoting excellence in all teaching, learning, and services through open and honest communication.

Vision
Allan Hancock College will be the recognized leader in student success through excellence in teaching, learning, and services in an environment of mutual respect.

Mission
Allan Hancock College provides quality educational opportunities that enhance student learning and the creative, intellectual, cultural and economic vitality of our diverse community.
Decision-Making Philosophy

While legislative regulations establish minimum standards to ensure faculty, staff and students the right to participate effectively in district and college governance, Allan Hancock College is committed to the spirit and practice of inclusive and comprehensive shared governance in college decision making.

This commitment includes, but is not limited to, the following beliefs:

- all employees should have a clear understanding of their roles and responsibilities in college decision-making processes;
- all employees should have opportunities to participate meaningfully in college governance;
- information should be shared openly and in a timely manner with all constituencies; and,
- college decision-making processes should undergo regular review and evaluation by all constituencies to ensure their continuing effectiveness and improvement.

Furthermore, in order to foster a *climate of mutual respect and trust*, we pledge to:

- remember that student success is our first priority;
- practice effective communication and team-building behaviors;
- ensure timely feedback and explanation of decisions; and,
- practice collegiality, professionalism, integrity and compassion in our interactions.
At Allan Hancock College, we believe that everything we do should be in the spirit of collegiality and professionalism.

Allan Hancock College will gain optimal benefits from the participation of all campus community members. Shared governance fosters a positive climate that promotes innovation, risk taking and creativity in a secure environment.

To foster this positive campus climate, we:

- work to consistently make each campus community member feel valued and essential,
- avoid displays of favoritism with staff and constituents;
- provide leadership in consistently applying district policies and procedures;
- appreciate and respect that organization and protocol are important tenets in order for each campus community member to be fully engaged in the shared governance process;
- promote the understanding of protocols of communications that are effective and functional; and,
- acknowledge that we are all leaders, and leadership is critical at all levels of the college organization.

Allan Hancock College employees value the importance of providing innovative, inclusive and courageous leadership at all levels of the institution. Therefore, college staff members are committed to fostering a campus dialogue among all constituency groups: the basis for the campus decision-making process.

In order to ensure that we function to the best of our abilities, we strive to communicate effectively. This is critical to creating a campus climate that promotes successful governance and the achievement of outcomes to the benefit of student learning and student success.
Allan Hancock College is committed to fostering a campus dialogue among and within all constituency groups. All community members have collective and individual responsibilities to:

- promote a climate that is collegial and inclusive;
- be an active listener and remain open minded;
- ensure timely feedback on decisions;
- confront the rumor mill on any communication that is counterproductive; and,
- communicate constructively with the spirit of open honesty that negates the need for secrecy.

In order to make the best possible decisions, information must be communicated as accurately and timely as possible. As a college community, we must obligate ourselves to investigate assumptions before making final decisions. Central to our obligation must be our commitment to honor agreements and maintain confidentiality of information when appropriate.

Benefits of Positive Communication

Organizations that have a significant level of employee participation in the decision-making process can anticipate a number of outcomes including:

- an understanding and acceptance of decisions and commitment to their implementation;
- an understanding of, and commitment to, strategic objectives;
- positive risk-taking, experimentation and innovation;
- increased satisfaction with a decision-making process;
- positive employee relations;
- an environment of trust, cooperation, mutual understanding, team identity and coordination;
- a collective appreciation for diverse ideas and opinions;
- opportunities for conflict resolution; utilization of the expertise and analytical skills of stakeholders;
- expanded leadership opportunities for all; and,
- active professional involvement.
Complementary Processes

Four complementary processes function within Allan Hancock College:

- shared governance;
- administrative decisions;
- operational decisions; and,
- collective bargaining.

While complementary, these processes sometimes overlap. This overlap represents both expanded opportunities for stakeholders to participate in decision making and an occasional, inevitable crossing of paths.

For example, a parking fee for employees in the Facilities Council meeting may make its way through the process to College Council before it becomes clear that the decision will impact working conditions for faculty and staff. At that time the decision changes course and becomes a negotiated item.

Following is a detailed definition of each of these processes and the mechanism, shared governance, used to facilitate communication and effective decision making.

Shared Governance: A Path to Decisions

*Shared governance is the meaningful participation of those affected by decisions in the decision-making process, in a climate of mutual trust and respect (Board Policy 2510).*

After passage of AB1725 in 1988, the California Education Code was amended to provide that: “…the governing board of each community college district shall…

Establish procedures not inconsistent with minimum standards established by the board of governors to ensure faculty, staff, and students the opportunity to express their opinions at the campus level, to ensure that these opinions are given every reasonable consideration, to ensure the right to participate effectively in district and college governance, and to ensure the right of academic senates to assume primary responsibility for making recommendations in the areas of curriculum and academic standards.”

70902(b)(7)

Though the term is not used this passage is the statutory basis for shared governance.

Title 5 regulations define the scope of required shared governance with faculty, with staff, and with students. As the Education Code specifies, these are minimum standards; each district is authorized to expand its shared governance activities beyond the regulatory requirements.
There are two types of shared governance described in Title 5, and it is important to distinguish between them.

Title 5 §51023.7 and §52023.5 state requirements for the “effective participation” of students and staff, respectively, in the development of recommendations to the governing board.

Title 5 §53203 requires the governing board to “consult collegially” with the academic senate on academic and professional matters (defined in §53200). Consequently, the more precise terms call for the governing board to assure effective participation of students and staff and to consult collegially with academic senates.

The term “shared governance” can take on many meanings, and it is suggested that its use be curtailed in favor of the more precise terms. At Allan Hancock College, the term “shared governance” shall be defined as the process tied to policy making and is a complementary process to participatory consultation (including administrative and operational decision making) and collective bargaining.

The implementation of AB 1725 at Allan Hancock College shall be actualized via a spirit of cooperation, mutual respect, collaboration, collegiality and trust. Functionally, this participatory process is organized and carried out through systems of councils and committees designed to:

- facilitate communication on topics important to the college;
- solve issues at levels closest to the individuals and work units affected;
- develop effective plans and processes; and,
- provide the president with information to assist the college in achieving its goals.
Guiding Principles for Shared Governance

- **Shared Governance is legally mandated in areas defined by the Education Code, Title 5 regulations, and Board Policy and procedures.** (Board Policy 2510) These areas are described in Governance Relationships.

While not every decision requires shared governance, though it may be advisable when time and resources allow to gather broad constituency input to honor diverse viewpoints and encourage participation.

- **Shared Governance standards in statute and regulation are minimums; the goal of achieving the “meaningful participation of those affected by decisions and the decision-making process” (Board Policy 2510) may require expanding shared governance beyond legal requirements to allow input from stakeholders or those affected by the decisions.**

Shared Governance only functions effectively when stakeholders hold fast to the institution’s shared values. These values foster campus climate as well as drive college processes.

All members of the college community are interested in and focused on:
- maximizing student learning;
- quality of instruction and services;
- progressive and innovative use of technology;
- positive relationships among all constituencies;
- effectiveness of college processes and their accessibility to students and staff;
- adequacy of facilities to support college programs;
- financial stability of the district;
- responsiveness to institutional and community needs;
- responding and adapting to change;
- effectiveness of planning processes;
- efficient use of resources; and,
- appreciating diverse ideas and opinions.

In an effective participatory climate, all employees will experience:
- meaningful work;
- latitude to perform a job with excellence;
- resources to perform work effectively;
- appropriate staff development and training opportunities to effectively participate in shared governance;
- recognition and praise for a job well done;
- opportunities to build employable skills;
- collaborative teamwork; and,
- an appreciation of change.
Shared Governance is not the replacement of the administration; the administration plays the crucial role of administering the goals of the college and enabling the work priorities of the college to move forward.

**Shared Governance: Indicators of Effectiveness**

Within a high-functioning environment of shared governance, indicators of effectiveness will emerge. These indicators can include, but are not limited to:

**Efficient Communication (verbal and written)**
- Communication occurs across the institution
- Communication is consistent within and among constituency groups

**Access to information (written and verbal feedback)**
- Stakeholders across the institution understand how to access a variety of information sources to keep abreast of decision-making processes
- Information is up to date and complete
- Multiple methods to distribute information are utilized

**Function**
- Technology is user friendly and available to all college constituencies
- Decision-making processes are well defined, formalized, and agreement on them has been achieved by all constituency groups

**Institutional Evaluation**
- Review all processes for improvement on a regular basis
- Define what constitutes committee effectiveness
- Establish committee parameters, what each can do and cannot do
- Make it clear to which entities each committee reports/makes recommendations

**Decision Making Statement of Evaluation**

The institution’s governance and decision-making structures and processes shall be evaluated by all constituencies during the first year of implementation and then every three years, or more frequently, if deemed necessary, to assure their integrity and effectiveness. The institution will widely communicate the results of these evaluations and use them as the basis for improvement. The Institutional Effectiveness Council is charged with managing the evaluation process and recommending changes. Recommendations for change will be by collegial consultation with Academic Senate and by effective participation with staff and students.
Administrative Decisions

Administrative decisions deal with the functioning of the institution, including consultation with affected individuals or groups.

Definition of administrative decisions:
Development of departmental processes, procedures, and timelines based upon established district policies and procedures; strategic planning; budget development within the areas of assigned responsibility.

Examples: Requesting new positions; assigning accreditation roles; restructuring administrative units.

Operational Decisions

Operational decisions, by their nature, do not typically involve consultation. These decisions are essential to job duties and are made and implemented by administrators, managers, and staff. Only when there is a change, question, or violation of already established processes operational decisions might become part of the shared governance processes illustrated in this manual.

Definition of operational decisions:
Routine, day-to-day established processes, procedures, and timelines during the course of performing job functions.

Examples: Ordering materials to perform your job; processing budget transfers; performing employee job performance evaluations; scheduling meetings; communicating with staff; authorizing travel requests and purchases.

Collective Bargaining

Employee organizations at Allan Hancock College use collective bargaining processes to address matters regarding contractual rights and responsibilities of individuals employed at the college.

The scope of collective bargaining includes matters relating to wages, hours of employment, and other terms and conditions of employment.

Examples of “Terms and conditions of employment” may include: health and welfare benefits, leave, transfer and reassignment policies, safety conditions of employment, class size, and procedures to be used for the evaluation of employees, organizational security, procedures for processing grievances, and the layoff of employees.

The district negotiates agreements with the Faculty Association of Allan Hancock College, the California Federation of Teachers/Part-Time Faculty Association of Allan Hancock College, and local chapter #251 of the California School Employee Association. Employee groups not represented by a collective bargaining unit, such as the Management Association and Supervisory/Confidential employees, use a “meet and confer” process to address similar issues.

Although each of these three complementary processes is a valuable instrument that the college utilizes to conduct business, the focus of this manual is the council and committee structures, and the planning processes at Allan Hancock College.
Shared Governance Relationships

It is vital to effective shared governance at Allan Hancock College that employees understand their role in the process. Below is a list of the major college stakeholder groups and their defined roles.

The Board of Trustees

It is understood by all segments of the college community that the Board of Trustees, as elected representatives of the community, is the final voice in the district (subject to the laws and appropriate regulations of the State Legislature and System Office).

The Board’s Role in Policy Making

A classic definition for the relationship between a board of trustees and an administration is that the board sets policy and the administration carries it out. Therefore, one of the most important tasks for the Allan Hancock College Board of Trustees is to make good policy. In studies of board effectiveness, the best boards are those that focus on policy concerns and do not get involved in the work of the college.

Its responsibilities are to:

- determine the broad general policies which will govern the operation of the district, and.
- adopt policies and procedures for the shared governance of the district and to review them periodically.

In carrying out these responsibilities, the board of trustees will:

- engage in thoughtful deliberation on policy issues;
- adopt broad-based policies that provide clear direction and limits;
- use existing policies to guide decision making;
- remember that policy is the voice of the board;
- periodically evaluate policy;
- establish the institutional direction by adopting policies that define the mission, the vision, and the outcome; and,
- represent broad-based community interests in setting policy direction.

The Superintendent/President

The superintendent/president is the chief representative of the board and is responsible directly to the board. Recommendations of shared governance processes are presented to the board through the superintendent/president. The superintendent/president has the responsibility to use shared governance in decision making and the right to reject or modify any recommendations. However, in the spirit of professionalism and best practices, the superintendent/president informs the respective team(s) of objections (if any) to their recommendations in accordance with board policy. In academic and professional matters, the superintendent/president, as the board’s designee, shall rely primarily on the advice and judgment of, or reach mutual agreement with, the Academic Senate, pursuant to those matters listed in Board Policy 2510 (and delineated in “Faculty” section on the next page). The Academic Senate, CSEA Chapter 251, and the Associated Student Body Government (ASBG) (for issues relevant to their organizations) retain the right to present concerns about the superintendent/president’s decision to the board of trustees.
Administrators

The superintendent/president’s cabinet members and college managers lead and serve on committees, councils, and task forces as initiators, facilitators, and resource persons. Administrative responsibilities include providing leadership and guidance; staff support; and the development, implementation and the validation of compliance with policies and procedures approved through shared governance bodies. Administrators also communicate the same to operational staff in the individual’s area of purview and liaison with other organizational units as appropriate. Cabinet members’ appointment to shared governance bodies are made by the superintendent/president while manager appointments to shared governance bodies are made by the Management Association.

Management Association

The Management Association represents all classified and academic administrators with the exception of the superintendent/president, the vice presidents, and the director of human resources. The role of the association in shared governance is to demonstrate leadership through participation in appropriate college councils, committees, events and activities. The board of trustees expects members of the Management Association to participate in formulating and recommending district policies, administering programs, and overseeing employees within their area of responsibility in compliance with California laws, rules, regulations and district policies and procedures.

Faculty

Academic Senate

As per AHC Board Policy, the governing board or its designees shall rely primarily upon the advice and judgment of the Academic Senate in the following six areas:

- Curriculum, including establishing prerequisites and placing courses within disciplines
- Degree and certificate requirements
- Grading Policies
- Educational program development
- Faculty roles and involvement in accreditation processes including self-study and annual reports
- Policies for faculty professional development activities

The Senate’s recommendations in the above areas should “normally be accepted”. [Title 5, Section 53203 (d) (1)]. Only in exceptional circumstances and for compelling reasons the senate’s recommendation may not be adopted.

The governing board or its designees shall reach mutual agreement with the Academic Senate in the following areas:

- Standards or policies regarding student preparation and success
- District and college governance structures as related to faculty roles
- Processes for Program Review
- Processes for institutional planning and budget development

If mutual agreement is not reached, existing policy remains in effect [Title 5, Section 53203 (d) (2)].
The Academic Senate is also responsible for selecting faculty representative(s) on councils, and committees; working with other staff who request appointment of faculty to operational and/or advisory teams; and appointing faculty members to serve on taskforces/committees of the Senate. Faculty representation can be made from full- or part-time faculty. The Academic Senate reviews and responds to proposed changes in college policies and procedures recommended by college councils, committees and taskforces, and makes appropriate decisions regarding its internal operation consistent with its approved articles of agreement.

Allan Hancock College Faculty Association
The Allan Hancock College Faculty Association (AHCFA) represents all full-time permanent and temporary faculty on matters of wages, benefits and working conditions. The FA operates under a constitution and bylaws drafted and approved by its membership. Its elected officers include a president, vice-president, secretary, treasurer, and chief negotiator.

Allan Hancock College Part-Time Faculty Association, California Federation of Teachers Local 6185
The mission of the Part-Time Faculty Association (PFA) of Allan Hancock College is to improve the pay, benefits, and working conditions of its bargaining unit members. The PFA represents all part-time academic employees in the Allan Hancock Joint Community College District. The PFA also makes appointments to all shared governance councils and appropriate committees.

Classified Employees

California School Employees Association
The California School Employees Association (CSEA) is the exclusive representative for classified employees at Allan Hancock College. As such, CSEA makes appointments to councils and committees and represents its members’ interests to the college administration.

Supervisory/Confidential Employees
The Board of Trustees designates certain classified positions as supervisory or confidential in accordance with state laws and district policies. Supervisory/confidential employees are not eligible for inclusion in a bargaining unit, and the terms and conditions of their employment are not subject to a collective bargaining agreement.

This small constituency meets several times a year to discuss issues that directly affect staff and to report on shared governance council and committee participation.

Classified Employees’ Participation in Decision Making
Classified employees shall be consulted through representation on the following areas, including but not limited to:

- staff role in college governance structures;
- staff role in accreditation process;
- policies regarding staff professional development activities;
- processes for institutional planning and budget development;
- instructional policies and decisions;
- institutional policies and decisions;
- participation in hiring and evaluation processes; and
- any other district and college policy, procedure, or related matter that the district governing board determines will have a significant effect on staff.
Associated Student Body Government

The Associated Student Body Government of Allan Hancock College is the elected representative body of the student population and is responsible for appointing student representatives to serve on district committees and councils. The Associated Student Body Government and its representatives make recommendations to the administration through the shared governance process regarding policies and procedures that affect students in all aspects of college life. Per policies adopted by the governing board of the Allan Hancock Joint Community College District, students have the opportunity to participate effectively in district and college governance. Students are provided an opportunity to participate in formulation and development of district and college policies and procedures that have or will have a significant effect on students.

Student Role in Participating in Decision Making

The student role includes the opportunity to participate in recommendations and processes in the following areas, including but not limited to:

- grading policies;
- codes of student conduct;
- academic disciplinary policies;
- curriculum development;
- courses or programs that should be initiated or discontinued;
- processes for institutional planning and budget development;
- standards and policies regarding student preparation and success;
- student services planning and development;
- student fees within the authority of the district to adopt; and,
- any other district and college policy, procedure or related matter that the district governing board determines will have significant effect on students.

The Brown Act may also be a necessary guide for some decision-making bodies.
Brown Act

The Ralph M. Brown Act embodies the philosophy that public agencies exist for the purpose of conducting public business, and the public has the right to know how its “collaborative decisions” are being made. It is the law that guaranteed the public’s right to attend and participate in meetings of local legislative bodies, and is contained in Government Code beginning in section 54950.

The Brown Act applies to the meetings of all legislative bodies and their subsidiary bodies, regardless of “temporary v. permanent” and “advisory v. decision making.” At AHC, these include:

- Academic Policy & Planning (AP&P)
- Academic Senate
- AHC Foundation Board of Directors
- Allan Hancock College Auxiliary Programs Corporation Board of Directors
- Associated Student Body Government
- Board of Trustees
- Bond Measure I Citizens’ Oversight Committee

A meeting is defined as any congregation of a majority of the members at the same time and place to hear, discuss, or deliberate on any matter within its jurisdiction. This can include lunches, social gatherings, or board retreats. Regular meetings are those in which the time and place is set by ordinance, by-law, or resolution.
Part II: Planning & Resource Allocation

Multi-level Integrated Planning Model

Allan Hancock Joint Community College District
Multi-Level Integrated Planning Model for Institutional Effectiveness

VISION
Review the vision statement to align the change agenda with stakeholders’ needs and college plan

VALUES
Review the value statements that describe the basic beliefs, values and operational philosophies of the college.

MISSION
Review the mission statement, which provides information on why the college exists, who it serves and how

SITUATION ANALYSIS: The SWOT
(Strengths, Weaknesses, Opportunities, and Threats Analysis)

BOARD/DISTRICT GOALS AND OUTCOMES

INTERNAL SCAN
Strengths and Weaknesses
- Program reviews and outcomes
- Human resources
- Facilities and equipment

EXTERNAL SCAN
Opportunities and Threats
- Community needs assessment
- Legislative directions
- Input from stakeholders

STRATEGIC DIRECTIONS AND GOALS
- Set college priorities
- Identify institutional initiatives that incorporate college values, vision and mission and the SWOT analysis

OUTCOMES AND EVALUATION
- Assess benchmarks
- Monitor program implementation
- Review and update key performance indicators

ACTIVITY AND PROGRAM PLANNING
- Define objectives to meet college and department needs
- Plan and prioritize specific actions and implementation procedures and time frames
- Assign responsibility

ANNUAL PLANNING AND BUDGET DEVELOPMENT PROCESS
- Review priorities and analyze funding options

- Progress and annual performance reports for institutional evaluation and new planning cycle
- College Strategic Plan and Institutional initiatives are shared with departments
- Educational Master Plan and other “master” plans are reviewed for congruence with budget and College Strategic Plan

Ongoing review and coordination of plans
Overview of Planning

Allan Hancock College made a commitment to pursue a systematic approach to organizational planning to guide the decision-making processes of the campus. This systematic approach to planning includes the integration of all operational plans under the general direction of our Values, Mission, and Vision. In other words, the realization of our purpose as an educational institution is accomplished by the operational plans of the various units and departments throughout the campus. Of these plans, the Educational Master Plan by its very nature is the core and fundamental driving force of all functions on our campus. All other operational plans must include projects or activities that directly support the Educational Master Plan.

The following narrative and its accompanying flowchart are an attempt to illustrate the relationship between the Educational Master Plan, and other operational plans (i.e., facilities, technology, staffing, fiscal, etc.).

Educational Master Planning (Annual Cycle)

The California Education Code, Title 5, mandates that all community colleges establish an educational master plan that includes, at minimum, its educational objectives, and future plans for academic programs and for ancillary services. The Allan Hancock College Educational Master Plan outlines ways in which programs and services are evaluated to meet student and community needs. It incorporates a brief analysis of existing and future academic programs based upon strategic directions and goals, recent program reviews, as well as input from the departments concerning course offerings, enrollments, delivery methods, and future directions. New programs or initiatives are prioritized for implementation and budgetary decisions. In addition to the review of academic programs, the plan incorporates an analysis of student support services and administrative operations.

The educational master plan differs from a program review in that the latter is a quantitative and qualitative analysis of each academic discipline or student services program within a given division. The educational master plan, on the other hand, is a summary compendium of program reviews by divisions, including the setting of institutional priorities of initiatives (aka, Objectives).

The coordination and facilitation of the educational master plan process is the responsibility of the Institutional Effectiveness Council. The completion of the educational master plan is the responsibility of the vice president of academic affairs.
Multi-level Integrated Planning Model

In keeping with the ACCJC accreditation reaffirmation process, Allan Hancock College will review and revise (if necessary) its Values, Mission, and Vision periodically (Standard 1A.4.). The Allan Hancock College Institutional Effectiveness Council undertakes a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis with the intent of developing, revising, or reaffirming the institution’s strategic directions and institutional goals (pg. 16).

During the strategic planning stage, the IEC Council considers information and data from at least the following:

1. budget assumptions (growth, decline, flat);
2. program outcomes information (program reviews, annual updates, departmental analyses); and,
3. internal & external environmental scan: demographics, socio-economic indicators, future trends, etc.
Integrated Planning Timeline – Annual Process

Integrated Planning Statement of Evaluation

In order to ensure the effectiveness of Allan Hancock College’s planning and resource allocation processes, the Institutional Effectiveness Council will ensure that the institution systematically reviews and modifies, as appropriate, all parts of the cycle. Included in this evaluation is an analysis of how well the planning process fosters improvement. The Institutional Effectiveness Council will clearly articulate the evaluation processes and timelines with a focus on the effectiveness of the cycle of evaluation, integrated planning, resource allocation, and re-evaluation.

All councils and committees included in the integrated planning framework are expected to develop annual goals and evaluate progress towards those goals. In addition to reporting progress to the college community, each council and committee is also expected to identify areas where planning activities need improvement.

Program Review Annual Update

Purpose

The Allan Hancock College academic program review process provides a systematic and continuous means of assuring academic excellence and relevance. It is designed to encourage accountability and dialogue among members within the department under review as a self-reflective process and within the broader institutional and discipline-based contexts. The process is meant to assist programs in understanding their distinctive and collaborative roles within the college community and with relevant external constituents. It provides the basis for making evidence-based plans and decisions to foster improvements at all levels of the institution.

The basic planning unit is the program, and all programs by regulation undergo a comprehensive review, at minimum, every six years. As part of that review a plan is developed that describes the program’s objectives and anticipated activities and needs. That plan will be updated annually to reflect progress in the last year and changes in goals, needs, and conditions. Requests for resources in these documents undergo prioritization at the departmental and division levels.

Please see Allan Hancock College Program Review Board Policy and Academic Program Review Resource Guide
Integrated Planning Timeline Detail

The strategic planning phase begins in August (fall semester) and is completed by May of the following spring semester as summarized below and outlined in Chart 2. A college-wide planning retreat is conducted in November. Broad representation from campus constituencies participate, including board of trustee members (two or less). The college’s Office of Institutional Research and Planning provides information and data for planning. The resultant strategic directions and institutional goals are the guidelines for all programs and activities performed by the college units.

[July] - Board of trustees annual planning retreat and superintendent/president’s evaluation. The Board shall establish goals consistent with the institutional strategic directions and goals previously established.

[August] - The college’s Institutional Effectiveness Council shall validate the proposed strategic directions, goals, and priorities forwarded by the board. The committee shall further establish the criteria to be used in the prioritization process at all levels.

[September] - All academic and student services programs and administrative departments undertake either a comprehensive program review including development of a five-year plan of action, identifying program goals, trends, and short/long-term plans, or an annual update to a previous program review. At this point, the departments prioritizes needs identified in the program reviews and annual updates to determine what activities they would like to pursue to meet the strategic directions and institutional goals brought forth by the Institutional Effectiveness Council (Step 1, above). All faculty and staff (fulltime and part-time) are encouraged to participate in this effort. In addition to institutional goals, departments will identify and prioritize goals, objectives, and activities related to the department level to be included in an annual department plan. New faculty or staff hiring proposals must be included as well. If possible, faculty and staff are asked to assist in identifying potential funding sources for new objectives. Otherwise, new objectives that require new resources will have to be considered at the college budget development phase below (Step 8). Of course not all new initiatives would require funding. Efforts such as new articulation agreements or critical review of curriculum are examples of initiatives that may not require funding. This step is also the opportunity for units to identify ways of solidifying programs or measures needed for discontinuing programs.

[October] - Once annual departmental plans are established, they are forwarded to the division level for prioritization. The division manager or supervisor and at least one representative from each department (a faculty member when appropriate) shall be responsible for this prioritization. Finally, each educational manager is then responsible for producing a written summary on the general quality of their programs, including identifying priorities for his/her unit. This information will be the substance for the college’s educational master plan.

[November/December] - Division priorities are forwarded to the Institutional Effectiveness Council for developing recommendations on institutional priorities. The Institutional Effectiveness Council holds an annual planning retreat. Recommendations are taken to Cabinet for adoption and dissemination to College Council.

[December] - Priorities will be presented to the various councils and standing committees for integration within other institutional plans.
[January] - Annual department plans, division summaries, program reviews, and annual updates are reviewed by the Academic Senate and the Office of Academic Affairs for inclusion in the educational master plan. The plan will reflect the college’s final prioritized programs and objectives for consideration by other institutional plans, such as, facilities, technology, marketing, staffing, and fiscal, already in progress. Budget Council makes assessment of available resources.

[February] - Final versions of the Educational Master Plan, the Facilities Plan, the Technology Plan, the Marketing Plan, the Staffing Plan, and the Fiscal Plan will be reviewed by the Institutional Effectiveness Council and presented to the College Council. All plans will be reviewed for congruence with the Educational Master Plan.

[March] - The Budget Council will do a preliminary financial/funding analysis, identify funding options, and report the findings to the Institutional Effectiveness Council. After the Institutional Effectiveness Council and the College Council review and approve the plan, they are then forwarded to the superintendent/president for approval and dissemination.

[April] - The Budget Council will consider the resultant institutional plans, priorities and financial analysis, to develop a preliminary budget. The budgeting phase will include establishing budget assumptions for the upcoming budget year. Institutional priorities established by the Educational Master Plan will identify the specific projects in need of funding. The Budget Council shall recommend funding either through increased apportionment, reallocations within the college’s operations budget, or other third party funding sources. The Budget Council will prepare a proposed budget by the end of the spring semester and presents it to the College Council.

[May] - Program Review Data Update: by the end of the 3rd week of May, update completed; copies submitted to department and dean for institutional prioritization process to occur at each level the following fall. Upon receiving the recommendation from College Council the superintendent/president will make a recommendation for tentative budget to the board of trustees.

[Final Step] With passage of the state budget, the Budget Council will reconvene to validate the funding options and make a final budget recommendation to College Council and the superintendent/president which will then be reviewed and approved by the board of trustees.
Integration Model

Annual Planning and Budget Development Process
Approved by College Council 4/1/13

Dept./Programs
Program Review/Annual Updates
(1) Apr-Jun

Dept./Programs
Resource Needs
(2) Jul-Aug

Dept./Division
Prioritize Needs
(3) Sep

Faculty/Staff Prioritization
(4) Fac., Oct, Staff - Feb

Vice Presidents
Area Prioritization
(5) Oct & Feb

Planning Retreat
Establish Goals/Priorities
(6) Nov

IEC
Planning Retreat Agenda
(7) Oct

College Council
Review/Advise
(8) Various

IEC
Summarize Goals/Priorities
(9) Dec

Admin Services
Budget Dev. Guide
(10) Feb

President/VPs
Prepare Area Budgets
(11) Mar

Div./Dept.
Prepare Budgets
(12) Feb-Mar

Div./Dept.
Revise Budgets
(13) Jun-Aug

President/VPs
Reconcile/Revise Budgets
(14) Jun-Aug

President
Present Annual Budget
(15) Sep

College Council
Review/Advise
(16) Aug-Sep

Keys:
- Departments
- Dept. Chairs
- Administration
- College Meetings
- Councils
- President

Who
Action
List # Month(s)

Process/Flow

* This process continues until a balanced budget is achieved.
1. Academic, Student Services, and Administrative Departments complete program review/annual updates, influenced by the strategic plan. (Apr-Jun)

2. Resource needs identified in program review/annual updates are compiled by Vice Presidents by category of need: staffing, facility/physical space, furniture and non-technical equipment, technology (Info Tech related), supplies, and other. Summary includes cost estimates. Prior to prioritization, a copy of this summary is sent to College Council. (Jul-Aug)

3. Departments discuss with their administrators budget requests related to proposed department objectives, including staffing, equipment and repair, technology, remodel and construction proposals for the following fiscal year. Departments/Divisions areas prioritize resource needs which are then sent to appropriate Vice President. (Sep)

4. Departments assess need for faculty/staff positions for the following fiscal year. (Sep)
   a. Faculty requests sent to Department Chairs Committee.
   b. Staff position requests sent to Vice-Presidents.

5. Faculty/Staff prioritization
   a. Department Chairs Committee and Deans recommends faculty position priorities to the Vice President, Academic Affairs. Prioritization forwarded to College Council for review/feedback. (Oct)
   b. Vice Presidents prioritize staff positions. Prioritization forwarded to College Council for review/feedback. (Feb)

6. Vice Presidents review proposed departmental objectives and faculty/staff priorities and develop priorities which are then shared at the Annual Planning Retreat.

7. Institutional Effectiveness Council recommends agenda and date for the annual planning retreat to College Council. (Oct)

8. College Council
   a. Receive faculty prioritization from Dept. Chairs/Deans. Review and provide feedback to President. (Oct)
   b. Receive staff prioritization from Vice Presidents. Review and provide feedback to President. (Feb)
   c. A summary of resource needs identified in program review/annual updates (2) is received and forwarded to appropriate Councils/Committees and/or forwarded to a task force created by College Council for review and determination of alternative funding sources. (Oct)
   d. Reviews and approves/modifies recommended agenda and date for the Annual Planning Retreat. (Oct)
   e. Communicates goals/priorities from the Planning Retreat to the President.
   f. Communicates goals/priorities to Administrative Services for creation of Budget Development Guide. (Feb)

9. Administrative Services distributes Budget Development Guide to Divisions/Departments so they can begin development of budget worksheets. (Feb)

10. Budget Council creates Income/Expenditure Assumptions document reflecting a worse case, best case, and most likely case scenario which is then sent to College Council. Upon return this document is then shared at the Annual Planning Retreat. (Ongoing)

11. College Council reviews and approves/modifies the Income/Expenditure Assumptions document and returns it to Budget Council. (Ongoing)
12. Annual Planning Retreat participants prioritize goals. (Nov)
13. Institutional Effectiveness Council shares priorities established at the Annual Planning Retreat with College Council. (Dec)
14. Superintendent/President
   a. President shares Planning Retreat goals/priorities at All Staff.
   b. Recommends to the Board of Trustees priorities for faculty positions and the number of positions to be filled. (Feb)
   c. Recommends tentative budget to the Board of Trustees. (May)
   d. Distributes Board of Trustee feedback to Admin Services and Vice Presidents to begin budget reconciliation process. (Jun)
15. Departments prepare budget worksheets, incorporating institutional goals and objectives provided by College Council, and submit to their supervising administrator. (Feb-Mar)
16. President/Vice Presidents submit their departmental budget worksheets and supportive documentation to Administrative Services. (Mar)
17. Administrative Services
   a. Receives updated income and expenditure assumptions from Budget Council. (Apr)
   b. Sends preliminary budget information to President. (May)
   c. Receives preliminary budget feedback from President. (Jun)
   d. Provides feedback to President and Vice Presidents on budget conditions. (Jun)
18. Presidents/Vice Presidents (Jun-Aug)
   a. Receives updated income and expenditure assumptions from Budget Council.
   b. Receives feedback from Administrative Services on budget conditions.
   c. Provides feedback to Areas/Divisions/Departments to modify budgets to achieve a balanced budget based upon revised Income/Expenditure Assumptions received from Budget Council.
   d. Reconcile Area/Divisions/Departments budget to achieve a balanced budget.
   e. Forward balanced budget to College Council.
19. Divisions/Departments modify budgets to achieve a balanced budget. (Jun-Aug)
20. College Council to review proposed balanced budget and provide feedback to the President. (Aug-Sep)
21. President recommends final budget to Board of Trustees. (Sep)
22. Final Budget (Sep)
   a. Superintendent/president places proposed budget for the current fiscal year on file for public inspection as directed by the Board of Trustees.
   b. Board of Trustees holds public hearing for official adoption of the current fiscal year budget.
   c. Board of Trustees adopts the current fiscal year budget.
   d. Administrative Services files the adopted current fiscal year budget with the County Superintendent of Schools and the Chancellor’s Office.
Part III: Councils and Committees

Councils and committees are the primary vehicle for achieving our mission and goals through collaborative decision making at Allan Hancock College. This section defines councils and committees, establishes their structure, membership, responsibilities, decision making process, and quorum rules. Further this section identifies orientation activities, the meeting process, and the responsibilities of co-chairs and constituent representatives.

As a valued member of our campus community you are encouraged to become involved in decision making at Allan Hancock College. As a member of a constituency group you may have the opportunity to represent your colleagues and co-workers by serving on various types of councils/committees described in this manual.

The 8 constituencies at Allan Hancock College include:

- Academic Senate
- Administrators
- Associated Student Body Government
- California School Employees Association
- Faculty Association
- Management Association
- Part-Time Faculty Association
- Supervisory/Confidential

In addition, as an employee of the college you may have specific expertise to help a council/committee achieve its goals without regard to your particular constituency.

The objective is still the same: achieve our mission and goals through collaborative decision making.

Advisory Groups and Working Teams Defined

**Advisory Groups**: A group of individuals who have been selected to help advise a program or service regarding any number of issues, decisions, goals, and/or strategic plans. These groups may be formed to support grant objectives, legal requirements, and/or special programs.

**Working Team**: A group of employees that works semi autonomously on recurring tasks.
COUNCILS/COMMITTEES/TASK FORCES DEFINED

We have instituted a number of councils that fulfill the intent of shared governance and include all campus constituent groups. We also have committees that have a specific purpose and were created to focus on programmatic areas which may or may not require membership from each constituency.

COUNCILS: Councils are shared governance bodies that include representation from all college constituencies. They recommend and review district policy and procedures, review institutional performance, and make recommendations for institutional improvement. (See Table 2 for a list of councils)

COMMITTEES: Committees have relevant campus representation and a functional focus. These committees may make recommendations regarding institutional operational practices as it relates to their areas of expertise. Standing committees report to a particular shared governance council and work with other councils as needed on an issue that is pertinent to that area. (See Table 1 for a list of committees)

TASK FORCES: Any council/committee may establish a taskforce. A taskforce is a temporary group that addresses a specific task or project. Members are chosen based on their relationship to the processes under review, expertise about the issues, or ownership of potential solutions or outcomes.

COUNCIL/COMMITTEE STRUCTURE

The council/committee structure has been designed to integrate the daily operational work with the overarching college planning and ultimately the standards by which our college is evaluated (accrediting standards). The structure is designed to enhance the flow of information from the bottom up, from the top down, and among the various areas of the college laterally.

The structure identifies primary responsibility for our regional accrediting standards as well as promotes continuity by connecting the overarching shared governance body called the College Council, to the ground floor of the planning process (institutional effectiveness).

Council/Committee functions vary and are detailed in each committee’s description form shown later in this manual.

COUNCIL/COMMITTEE RESPONSIBILITIES

Each council/committee will establish annual goals related to institutional priorities or changing needs and conclude this cycle with a summary report of its accomplishments, challenges, and suggestions. This report should be delivered to the appropriate councils/committees. The report includes an evaluation of processes and recommendations for improvements. The reports will be published and distributed broadly to ensure access to information. (See appendix for templates and standards)

All council agendas will include committee reports. The College Council agenda will include various council reports.
Using Consensus to Reach Decisions

All councils/committees use consensus to reach decisions and make recommendations. This process can only occur when a quorum exists.

When Consensus is Reached

It’s incumbent upon the council co-chairs to advise the note taker to include any reservations expressed by members when documenting consensus. Members may choose to stand aside and allow the consensus to move forward.

When Consensus is Not Reached

It’s incumbent upon the council co-chairs to advise the note taker to include any dissenting opinions expressed by members when documenting the lack consensus. Co-chairs have the option of researching the dissenting views, creating a taskforce, or pursuing strategies that may lead to reaching consensus, or deciding to table the issue.

Defining Consensus and Quorum

Consensus is middle ground in decision making, between total assent and total disagreement. Consensus depends on participants having shared values and goals, and on having broad agreement on specific issues and overall direction. Consensus implies that everyone accepts and supports the decision, and understands the reasons for making it. (www.businessdictionary.com)

In order for action to be taken, a quorum must exist which is defined as 50% of the council/committee plus one. Recall that ex-officio members have the right to participate and have a voice in all council/committee actions, however, consensus does not require ex-officio member’s agreement.

Council/Committee Representation

Membership on councils and committees is determined through a variety of procedures depending on the council/committee and its relationship to other institutional bodies. How members are selected is described in the council/committee description. The key element of effective decision making is the degree of active representation demonstrated by each member. This includes communicating the council/committees’ work back to the constituency which the member represents and in turn brings forward the ideas, recommendations, and concerns of the constituencies.

Members

Each constituent group appoints one member to the council. Thus there are always 8 members in every council.

A council can appoint ex-officio member(s) to the council. Ex-officio council members are individuals who are members by virtue of their position or function that is germane to the charge of the council/committee. Ex-officio members have the right to participate and have a voice in all council/committee actions. Council consensus does not require ex-officio member’s agreement. Ex-officio members are expected to attend all meetings.
Committee Members

Committee membership does not require, but may have constituency representation. Membership is defined in each committee’s description form shown later in this manual.

All council/committee members will:

- Attend meetings regularly;
- Act in a respectful and professional manner;
- Keep their constituent groups informed of council actions; and,
- Complete assignments associated with council work in a timely fashion.

Orientation Activities

An orientation of all members should take place at the beginning of fall semester. The quality of participation in college councils/committees is much higher when all participants share an understanding of the council’s/committee’s responsibilities and scope of work. The Allan Hancock College community expects and encourages that committee work be done in an atmosphere of mutual respect and appreciation for the special knowledge, skills, and attitudes which each member of a committee brings to the work of that group.

At such orientation, members should review the:

1. Council/committee’s description form which includes its functions and membership.
2. Goals of the council/committee from the prior year
3. Council/committee previous years report of accomplishments, challenges, and suggestions.
4. Council/committee agendas and notes from the previous year

Meeting Process

- All meetings are open to the public.
- Agendas should be published for each meeting in a timely manner.
- Agendas should have a separate section for information, action and future items.
- Non-members may attend meetings as observers and speak with permission of the chair.
- All councils/committees act as recommending bodies based on consensus (see above).

Responsibilities of Constituent Representatives

- Representatives of constituent groups involved in the participatory governance process are responsible for keeping their respective groups informed of the proceedings and recommendations of councils.
- If a council/committee member is unable to attend a meeting the constituent group may send a substitute. An email notice of substitution should be sent to the council/committee chair prior to the meeting.
Duties of Co-chairs

The council/committee co-chairs will:

- Establish meeting times and locations.
- Establish council/committee ground rules.
- Create and distribute an agenda in a timely fashion.
- Provide a link of agendas and notes to constituency leaders for dissemination to their constituencies.
- Establish annual goals and objectives and a method of evaluation.
- Conduct meetings in an orderly manner allowing appropriate participation of all individuals present.
- Ensure that appropriate timelines to complete council tasks and recommendations are established.
- Ensure that the conduct of council members remains professional, respectful and collegial.
- Ensure that a clear consensus is taken on action items.
- See that notes are written, approved, and distributed promptly.
- Act as a mentor or assign a mentor to new members who are unfamiliar with the council or governance.
- Ensure that student representatives understand the tasks and procedures of the council.
- When serving as co-chairs, inform members how duties will be divided. Co-chairs will communicate regularly with each other over the construction of the agenda and other relevant work.
Council and Committee Structure

COMMITTEES

- Institutional Advancement
- Diversity / EE0
- Professional Development / Training
- Art on Campus
- Safety
- Sustainability
- Basic Skills
- Distance Learning
- Enrollment Management
- Learning Outcomes and Assessment (AA)
- Calendar
- CAST
- Enrollment Management
- Grade Review
- Learning Outcomes and Assessment (SS)
- Banner Steering
- ONESolution Steering
- Technology Advisory Committee
- Web Services

SHARED GOVERNANCE COUNCILS

- Budget Council
- Human Resources Council
- Facilities Council
- Student Learning Council
- Student Services Council
- Technology Council

Board of Trustees
Superintendent / President
Academic Senate

Institutional Effectiveness Council
College Council
Standards for Note Taking at Meetings

Before the Meeting
- Decide how you will take notes, i.e. notepad, laptop, or tape recorder.
- Make sure the tool of choice is in working order and have a backup just in case.
- Use the meeting agenda to formulate an outline, leaving plenty of white space for notes.

During the Meeting
- Get a list of committee members and be sure you know who’s who. Make a map of the seating arrangement if you need to. Ask for introductions of unfamiliar people.
- Ensure that essential elements are noted: type of meeting, date and time, name of chair or facilitator, those in attendance and absent.
- If you are an active participant in the meeting, be prepared by studying the issues to be discussed and have your questions or comment ready ahead of time.

Taking Notes
- Concentrate on getting the gist of the discussion and taking enough notes to summarize it later. Think in terms of issues discussed, major points raised, and decisions taken.
- Note the main ideas; write down motions or proposals, who made them, the results of the vote or discussion, and the action items that will ensue.
- Take concise and coherent notes. Focus on what is important.
- Make notes of topics that will go on the next agenda.

Sample Format
- Title of meeting and other essential elements
- Participants present and absent, chair, visitors.
- Proceedings - description of the main themes and important discussion points on each of the agenda topics, including action items and responsible parties. Agendas may include: review of notes from previous meetings, subcommittee reports, old business from previous meetings, new business, and other items members bring up at the meeting.

After the Meeting
- Type the notes as soon as possible after the meeting while everything is still fresh in your mind.
- Include notes submitted by (name).
- Proofread the notes, and then send them to the chair or facilitator to review.
- Distribute the notes to committee members.
COUNCIL
AGENDA
Date
Time
Location

Current/Action Items
1.
2.
3.

Information
4.
5.

Pending Items
6.

Next Meeting: Date

Mission Statement
Allan Hancock College provides quality educational opportunities that enhance student learning and the creative, intellectual, cultural and economic vitality of our diverse community.
**COUNCIL NAME HERE Notes**

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<th>Co-Chairs:</th>
<th>Note Taker:</th>
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**College Council Members Present:**

**Ex-officio Members Present:**

**Guests:**

**INFORMATION:**

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| Adjourned:        | The meeting adjourned at _____ p.m. |

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**ALLAN HANCOCK COLLEGE**

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Page 33
ANNUAL REPORT OF ACCOMPLISHMENTS/OUTCOMES – 2013-2014

Council/Committee: College Council

Date of Report: April 21, 2014

Names of Members: Al Avila, Holly Barrett, Peter Gonzalez, Nancy Meddings, Mark Miller, Glenn Owen, Regina Smith, Kevin Walthers

Names of Co-Chairs: Kevin Walthers and Glenn Owen

1) Prior Year (2012-2013) Follow Up: The council identified challenges and issues in the 2012-2013 (attached) annual report.
   a) Provide specific examples of council actions taken to meet the challenges identified. If no action taken, provide current status (e.g., ongoing, suspended, referred to College Council).

(Answers to "Question B")

Time constraints – increased meeting time by thirty minutes and reorganized the agenda to ensure priority topics are fully discussed.

Implementation of CCPD – CCPD updated to match practice to the model. Task force created to assess scope of the model in an effort to provide further transparency.

Implementation of Resource Allocation Model – Faculty prioritization and instructional equipment funding considered at college council. Additional efforts to provide clarity will continue. Areas for further analysis: staff hiring, faculty prioritization, instructional equipment.

(Answers to "Question C")

Recommendations from other Councils to College Council – Council report document developed to provide consistency in reporting. Effort made to ensure College Council decisions had been vetted at the appropriate council level.

Continued implementation of Total Cost of Ownership – Provided analysis of PSTC operational costs.

Develop task force on how to conduct business – Council made concerted effort that focused on policy rather than personality.
   b) For items referred to other councils as institutional items, provide your council’s understanding of the status of each item.

n/a

Please email this completed report to Carmen Camacho by April 29, 2014
2) Summarize the actions and accomplishments this year (2013-2014) related to your council’s functions.

See attached file: *College Council Action Items List*

Top Five plus one (not in rank order):

1. Significant updates to CCPD
2. Faculty Prioritization
3. Participation in Planning Retreat
4. Use of “campus issues” conversation to foster transparency
5. Restructure of meeting (agenda and time allocation) to maximize use of time
6. Strategic and master planning – input, review, discussion

3) Briefly identify any challenges encountered by your council in fulfilling its functions during the 2013-2014 year.

1. Time to complete tasks (e.g., board policies)
2. Difficulty in aggregation/collection/dissemination of data/information (e.g., automation of program review documents to support resource requests)

4) What specific institutional improvement needs have been identified by your council to be forwarded to College Council for consideration?

   a) What intentional and deliberate steps can your council take to address challenges and/or needed improvements? (Make note of those above).

   b) What actions should College Council take to facilitate improvement of challenges for the institution as a whole?
### Advisory Groups and Working Teams: Table 1

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## Councils and Committees: Table 2

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### Academic Senate Committees:

| Academic Senate                | Academic Integrity                             |
|                               | Academic Policy & Planning                     |
|                               | Academic Quality                               |
|                               | Faculty Hiring                                 |
|                               | Professional Development                       |
|                               | Professional Standards                         |
|                               | Program Review                                 |
|                               | Senate Executive                               |
|                               | Senate Library Advisory                        |
Shared Governance Councils

Budget Council

Reports to: College Council

Functions

1. Utilize institutional annual and long term goals to analyze and recommend approaches to the management of institutional financial resources.
2. Hold primary responsibility to respond to the fiscal component of the educational and facilities master plan and respond to accreditation standard 3D and other accreditation activities.
3. Be a resource to the district on budgetary issues, revenue sources, limitations on the use of funds, and the demands for funds.
4. Disseminate information to faculty, staff, and administration as well as through the institutional governance structure as appropriate.
5. Act as a recommending body to the College Council on matters related to budget development and management.
7. Work collaboratively with the campus constituencies to address issues of mutual concern and/or interest.
8. Develop, interpret, recommend, and communicate policies, guidelines, and procedures for the budget development process and assure broad staff participation.
10. Provide general advice on the use of one-time funds.

Membership and Appointment

Associate superintendent/vice president, administrative services (1) (co-chair)
Academic Senate (1) (co-chair)
Management Association (1)
Faculty Association (1)
Part-time Faculty Association (1)
ASBG (1)
Supervisory/Confidential (1)
CSEA (1)

Ex-officio members: Minimum of one chair or designee from each standing committee of the Budget Council.
Additionally, Budget Council approves one ex-officio member from each constituency.
Standing members are permanent due to their job responsibilities.

Meetings

Meetings are held bi-monthly, on the 2nd and 4th Monday, from 2:30-4:00 p.m.

Agenda

Agenda items are the responsibility of the co-chairs. All other members may submit agenda items at any time for the next meeting.

Notes

Notes are maintained by a designated note taker and distributed to all members.

Standing Committees

Institutional Advancement Committee

*Approved at College Council 9/8/14
College Council

The College Council serves as the shared governance entity that integrates strategic planning and resource allocation.

Functions

1. Review recommendations of the Councils and make recommendations to the president on policies, procedures, budget and related college issues.
2. Oversee the district’s overall planning activities with the prioritization of short and long-term goals and priorities.
3. Facilitate communication and consultation on issues related to institutional policy and planning.
4. Develop the college strategic plan reflecting information/data received from Institutional Effectiveness Council.
5. Facilitate collaboration between councils to ensure alignment with the overall district strategic plan and its short and long term goals and priorities.
6. Review and update the college mission, vision, and philosophy statements; by coordinating the college consultation process.
7. Assign annual college-wide goals, objectives, and priorities to shared governance councils.

Membership and Appointment

Superintendent/President (1) (co-chair)
Academic Senate (1) (co-chair)
Management Association (1)
ASBG (1)
Supervisory/Confidential (1)
CSEA (1)
Faculty Association (1)
Part time Faculty Association (1)

Ex-officio members: Minimum of one co-chair from each Council (7)
Director of Public Affairs & Publications

Some membership may be duplicated.

Meetings

Meetings are held bi-monthly, on the 1st and 3rd Monday, from 2:30-4:30 p.m.

Agenda

Agenda items are the responsibility of the co-chairs. All other members may submit agenda items at any time for the next meeting.

Notes

Notes are maintained by a designated note taker and distributed to all members.

*Approved at College Council 8/19/13
Facilities Council

Reports to: College Council

Functions

1. Utilize institutional annual and long term goals to develop and implement initiatives leading toward the recommendation of order of priorities, the state’s scheduled maintenance, and the 5-year construction plan.
2. Hold primary responsibility to develop the facilities master plan and respond to accreditation activities related to Standard IIIB.
3. Act as a resource to the campus on issues related to facilities and emergency preparedness.
4. Disseminate information to faculty, staff, and administration as well as through the institutional governance structure as appropriate.
5. Act as a recommending body to the College Council on issues related to facilities.
6. Monitor Facility Council’s progress in achieving goals, objectives, and institutional effectiveness.
7. Work collaboratively with the Academic Senate to address issues of mutual concern and/or interest.
8. Develop and recommend innovative strategies to improve facilities including sustainability, landscape design, traffic flow, parking, and security matters.

Membership and Appointment

Vice president, facilities and operations (1) (co-chair)
Academic Senate (1) (co-chair)
Management Association (1)
ASBG (1)
Supervisory/Confidential (1)
CSEA (1)
Faculty Association (1)
Part-time Faculty Association (1)

Ex-officio members: Minimum of one chair of each standing committee of the Facilities Council. Additional members as appointed by Facilities Council.

Meetings

Meetings are held bi-monthly, on the 2nd and 4th Thursday, from 10:00 - 11:30 a.m.

Agenda Items

Agenda items are the responsibility of the co-chairs. All other members may submit agenda items at any time for the next meeting.

Notes

Notes are maintained by a designated note taker and distributed to all members.

Standing Committees

Art on Campus
Safety
Sustainability

*Approved at College Council 9/22/14
Human Resources Council

Reports to: College Council

Functions

1. Hold primary responsibility to respond to accreditation activities related to Standard IIIA.
2. Be a resource to the district on issues related to human resources and the improvement of recruitment (EEO), retention (professional development and related procedures).
3. Disseminate information to faculty, staff, and administration as well as through the institutional governance structure as appropriate utilizing institutional and annual long-term goals.
4. Act as a recommending body to the College Council on policy and issues related to human resources and organizational development.
5. Develop recommendations for review by College Council for training opportunities for all employees.
6. Provide overall guidance and direction to standing committees.
7. Work collaboratively with all constituencies to address issues of mutual concern and/or interest.
8. Review and update appropriate board policies relative to Human Resources.

Membership and Appointment

Director, human resources/equal employment opportunity (1) (co-chair)
Academic Senate (1) (co-chair)
Chair, Academic Senate Professional Development Committee (1) (designee)
Management Association (1)
ASBG (1)
Supervisory/Confidential (1)
CSEA (1)
Faculty Association (1)
Part-time Faculty Association (1)

Ex-officio members: Minimum of one chair or designee of each standing committee of the Human Resources Council

Additional members as appointed by Human Resources Council

Meetings

Meetings are held monthly, on the last Thursday of the month from 1:00-2:30 p.m.

Agenda

Agenda items are the responsibility of the Co-chairs. Other members may submit agenda items at any time for the next meeting.

Notes

Notes are maintained by a designated note taker and posted online for access by all members.

Committees

Diversity/EEO Committee
Staff Benefits Committee
Professional Development/Training Committee

- Taskforces
  - New Employee Orientation

* Approved at College Council 10/17/16
Institutional Effectiveness Council

The Institutional Effectiveness Council functions as a shared governance entity that monitors and improves institutional effectiveness via program review and integrated planning. It also ensures compliance with accreditation standards.

Reports to: College Council

Functions

1. Reviews and evaluates the institutional program review processes including the use of relevant forms and documents, implementation of timelines, [and may make recommendations to the Academic Senate] and development of overall institutional summary information for use in planning.
2. Act as the institutional accreditation steering committee and make recommendations for ongoing institutional improvement.
3. Be a resource to and inform the college community on accreditation issues.
4. Disseminate information to faculty, staff, and administration through the institutional governance structure as appropriate.
5. Monitor and report progress in achieving college goals and institutional effectiveness to college council.
6. Facilitate and review the components to the college educational master plan based on strategic plan objectives, departmental and campus review of needs, current status, and intended innovations.
7. Develop and implement processes and procedures to evaluate the integrity and effectiveness of governance and decision-making structures and processes; widely communicate these results and recommend their use for institutional improvement.
8. Provide status report for all institutional plans to College Council and ensure college-wide dissemination.

Membership and Appointment

Vice President of Institutional Effectiveness (1) (co-chair)
Academic Senate (1) (co-chair)
Faculty Association (1)
Management Association (1)
Supervisory/Confidential (1)
Part-time Faculty Association (1)
CSEA (1)
ASBG (1)
Accreditation Liaison Officer

Ex-officio members: Minimum of one chair or designee of each standing committee of the Institutional Effectiveness Council.
Student Services administrator appointed by the Superintendent/President (1),
President/Superintendent (1)
Additional members as appointed by Institutional Effectiveness Council

Meetings
Meetings are held bimonthly, on the 2nd and 4th Tuesday, from 2:30-4:00 p.m.

Agenda
Agenda items are the responsibility of the co-chairs. All other members may submit agenda items at any time for the next meeting.
Notes
Notes are maintained by a designated note taker and distributed to all members.

Standing Committees
Enrollment Management Committee

*Approved at College Council 8/21/17
Student Learning Council

Reports to: College Council

The Student Learning Council is an advocate for student learning. It develops and recommends strategies to support, protect, and improve student learning programs, and seeks to advance and encourage innovation in teaching and learning to meet the changing needs of our students.

Functions

1. Make recommendations to the Institutional Effectiveness Council (IEC) regarding accreditation standards related to Standard 2A (Student Learning Programs and Services – Instructional Programs).
2. Be a resource to the campus on issues related to student learning and the improvement of student learning programs.
3. Disseminate information to faculty, staff, and administration as well as through the institutional governance structure as appropriate.
4. Act as a recommending body to the College Council on issues related to student learning programs.
5. Monitor progress in achieving goals, objectives, and institutional effectiveness.
6. Work collaboratively with the Academic Senate to address issues of mutual concern and/or interest.
7. Develop and recommend innovative strategies to improve student learning programs.
8. Provide overall guidance and direction to the standing committees.
9. Provide overall guidance and direction to the college to ensure alignment with all district plans related to student learning program.

Membership and Appointment

Vice president, academic affairs or designee (1) (co-chair)
Academic Senate (1) (co-chair)
Management Association (1)
Supervisory/Confidential (1)
CSEA (1)
Faculty Association (1)
Part Time Faculty Association (1)
ASBG (1)

Ex-officio members:

Department Chair (1)

Minimum of one chair or designee of each standing committee of the Student Learning Council.

Academic Senate Executive (2) appointed by Academic Senate Exec.
Student Services Council (1)
Academic Administrator (1)
Additional members as appointed by Student Learning Council

Meetings

Meetings are held bi-monthly, on the 2nd and 4th Wednesday from 2:30-4:00 p.m.

Agenda

Co-chairs create the agenda.
Notes
Vice President, Academic Affairs or designee is responsible for note taking.

Standing Committees
Basic Skills
Distance Learning
Enrollment Management
Learning Outcomes & Assessment – Academic Affairs

*Approved at College Council 05/18/15
**Student Services Council**

**Reports to: College Council**

**Functions**

1. Disseminate information to faculty, staff, and administration as well as through the institutional governance structure as appropriate.
2. Utilizing institutional annual and long term goals develop and implement initiatives leading toward the improvement of student services programs.
3. Hold primary responsibility to respond to accreditation activities related to Standard 2C.
4. Be a resource to the campus on issues related to student services and the improvement of student services programs.
5. Act as a recommending body to the college council on issues related to student services programs.
7. Work collaboratively with the Academic Senate to address issues of mutual concern and/or interest.
8. Develop and recommend innovative strategies to improve student services programs.
9. Provide overall guidance and direction to the standing committees.

**Membership and Appointment**

Vice president, student services (1) (co-chair)
Academic Senate Designee (1) (co-chair)
Management Association (1)
Supervisory/Confidential (1)
CSEA (1)
Faculty Association (1)
Part Time Faculty Association (1)
ASBG (1)

Ex-officio members: Minimum of one chair or designee of each standing committee of the Student Services Council.
Department Chair (1)
Instructional Faculty (1)
Additional members as appointed by Student Services Council.

**Standing Invitees**

Director, Admissions & Records
Coordinators, Learning Outcomes & Assessment Committee (LOAC)
Coordinator, Campus Support & assessment Team (CAST)

**Length of Appointment**

Membership is based on role/position which dictates the length of appointment. Members at large have a two-year term.

**Meetings**

Meetings are held bi-monthly, on the 2nd and 4th Thursday from 1:00 p.m. to 2:30 p.m.
Agenda
Agenda items are the responsibility of the co-chairs. All other members may submit agenda items 9 days before the scheduled meeting.

Notes
Notes are maintained by the administrative secretary and are available on the myHancock portal.

Committees
Calendar
CAST
Enrollment Management
Grade Review
Learning Outcomes & Assessment (SS)
Outreach Advisory
Student Success & Support Program (3SP) and Student Equity

*Approved at College Council 10/3/16
Technology Council

Reports to: College Council

Functions

1. Use institutional annual and long term goals to establish technology priorities and make recommendations for allocation of budget resources.
2. Hold primary responsibility to develop the technology master plan in conjunction with the educational and facilities master plan and respond to accreditation activities related to Standard 3C.
3. Review and recommend new technology for implementation.
4. Ensure that the technology master plan represents the campus technology vision.
5. Disseminate technology council information to faculty, staff, and administration through the institutional governance structure.
6. Act as a recommending body to the College Council on issues related to technology.
7. Establish annual Technology Council goals and objectives and report progress.
8. Work collaboratively with the college constituencies to address technology issues of mutual concern and/or interest through the institutional governance structure.
9. Investigate innovative technology to enhance instruction.
10. Provide overall guidance and direction to the standing committees.

Membership and Appointment

Director, Information Technology Services (co-chair)
Academic Senate (1) (co-chair)
Management Association (1)
ASBG (1)
Supervisory/Confidential (1)
CSEA (1)
Faculty Association (1)
Part time Faculty Association (1)

Ex-officio members: Minimum of one chair or designee of each standing committee of the Technology Council.
Additional members as appointed by Technology Council.

Length of Appointment

Faculty, Deans, Classified and Supervisory/Confidential appointed members generally serve a two-year term. Other members are permanent members.

Co-Chairs

Director, Information Technology Services and faculty member selected by Academic Senate.

Faculty Appointment

Faculty are represented from full- and part-time faculty.

Meetings

Meetings are held bi-monthly, usually on the 2nd and 4th Friday, from 1:00 - 2:30 p.m.
Agenda
Agenda items are the responsibility of the co-chairs. All other members may submit agenda items at any time for the next meeting.

Notes
Notes are maintained by a designated note taker and distributed to all members.

Standing Committees
Banner Steering Committee
ONESolution Steering Committee
Technology Advisory Committee (TAC)
Web Services Committee

*Approved at College Council 9/22/14
Committees

Art on Campus

Reports to: Facilities Council

Purpose

The Art on Campus Subcommittee provides leadership for public art projects at Allan Hancock College in order to:

- Provide access to a variety of high quality artistic experiences for the students, staff, and community of Allan Hancock College;
- Enhance the campus environment, establish identifiable destination points for art on campus, and encourage campus pride and a sense of legacy;
- Ensure an established process for public art projects;
- Pursue a variety of art that is inclusive of diverse cultural backgrounds and honors our local heritage;
- Encourage involvement in and appreciation of the arts.

Functions

1. Recommend to the Facilities Council guidelines that include scope and functions of the Art on Campus Subcommittee; update and modify guidelines as needed and forward recommendations to the Facilities Council for approval.
2. Using these guidelines and working with designated architects (when applicable), recommend to the superintendent/president art placement opportunities in new, remodeled, and existing buildings and outdoor public areas.
3. Consult with the Director, Plant Services and/or other experts to review structural, safety, and installation considerations, and relocation and/or refurbishment or decommissioning of existing art.
4. Present final recommendations to the superintendent/president regarding selection of art for designated spaces; also present recommendations regarding relocation, refurbishment, and/or decommissioning of existing art.
5. Manage the selection, purchase, and installation of art pieces; maintain an up-to-date Art Inventory Record and establish Maintenance Plans as needed.
6. Communicate regularly with the Facilities Council regarding Art on Campus Subcommittee activities including, when necessary, alignment with the Facilities Master Plan.
7. Be available to consult with architects and stakeholders regarding permanent decorative and/or ornamental elements designed into a project by the building architect.
8. Create Selection Panels for oversight of specific art acquisitions and installations.
9. Provide for secure, appropriate, short-term and long-term storage for artwork as needed.

Membership and Appointment

- Director, Public Affairs and Publications
- Dean Academic Affairs (2)
- Faculty (5)
- Administrative Assistant to the Superintendent/President and Board of Trustees
- Executive Director, AHC Foundation
- Vice President, Operations
- Director, Public Safety/Chief of Police
- Librarian
- PCPA
- Director, Institutional Grants
- Director, Plant Services

Committees will work with the respective council to validate functions and membership.
Committees will work with the respective council to validate functions and membership.

*Approved at College Council 6/17/13*
Banner Steering

Reports to: Technology Council

Functions
1. Provide process and technical coordination for the Banner student system activities.
2. Plan and manage upgrades and enhanced features.
3. Review enhancements and new releases and coordinate any functional changes with affected departments.
4. Liaison with the ONESolution Steering Committee for interdependencies and standards.
5. Ensure ongoing training and adequate user documentation on Banner.
6. Review and prioritize local enhancements.
8. Submit all proposed policies and guidelines to Technology Council.

Membership and Appointment

Director, Admissions and Records                     Coordinator, Cashier Services
Deans (2), Student Services                         Systems Analyst (Information Technology Services)
Director, Financial Aid                              Web Services Specialist II (Information Technology Services)
Director, Information Technology Services           Scheduling/Course Data Technician II (Academic Affairs)
Vice President, Institutional Effectiveness or      Coordinator, Admissions & Records Services (Admissions and Records)
designee                                           Director, Public Affairs & Communications or
designee                                           Student Success and Support Technical Specialist (Counseling)
Director, Business Services or designee             Faculty member (1) appointed by Faculty Association
Executive Director, College Advancement or         Faculty member (1) appointed by Academic Senate Exec
designee                                           Dean, Academic Affairs                          Classified member (1) appointed by CSEA
Dean, Extended Campus                                Management member (1) appointed by management association
Assistant director, Information Technology Services  
Supervisor, Auxiliary Accounting

Length of Appointment
Membership based upon employment in specific positions is ongoing. Appointed Faculty, CSEA, and Management members generally serve a two year term.

Co-Chairs
Director, Information Technology Services and Dean, Student Services.

Faculty Appointment
Faculty can be represented from full- and part-time faculty.

Meetings
Meetings are held monthly, usually on the 2nd Monday, from 8:30 - 10:00 a.m.

Committees will work with the respective council to validate functions and membership.
Agenda
Agenda items are the responsibility of the co-chairs. All other members may submit agenda items at any time for the next meeting.

Notes
Notes are maintained by a designated note taker and posted online for access by all members.

*Approved at College Council 9/26/16

Committees will work with the respective council to validate functions and membership.
Basic Skills

Reports to: Student Learning Council

Functions

1. Identify and recommend instructional and student support strategies to improve student success in basic skills
2. Identify learning gaps/needs in basic skills instruction and student support services and recommend improvement for student success
3. Examine pedagogical training needs of basic skills full-time and part-time faculty and recommend a training program
4. Review and make recommendations for better coordination of basic skills discipline
5. Share ideas about successful instructional strategies, techniques, and collaboration in basic skills programs
6. Identify research needs and inform institutional planning.
7. Examine gaps between credit and noncredit instruction and make recommendations to the appropriate departments/committees
8. Strengthen interdepartmental collaboration.

Membership and Appointment

Basic Skills Initiative administrator(s)
Dean of academic affairs (1) selected by the vice president, academic affairs
Dean or director in student services (1) selected by the vice president, student services Dean, community education
Counselors (2) (one credit, one non-credit) selected by the counseling department
Learning disabilities specialist (1) selected by the learning assistance program
Math faculty (2) selected by the math department
Faculty (3) selected by the respective department(s), including English (1), ESL (1) and reading (1)
Director, EOPS
Classified staff (2), math lab (1) and writing center (1)
Students (1) selected by the ASBG
Faculty (librarian (1))

Committees will work with the respective council to validate functions and membership.
Length of Appointment
Appointment is for two staggered terms to ensure continuity of committee work and shall be assigned within the first three weeks of each academic year.

Chair
The chairperson is elected by the committee for a two year term.

Faculty Appointment
Faculty can be represented by full- or part-time faculty.

Meetings
Meetings will be held twice a semester with the time and date established each semester.

Agenda
The chair is responsible for constructing the agenda. Proposed agenda items should be submitted by committee members no later than three days prior to each meeting.

Notes
The chair is responsible for recording and distribution of notes.

*Approved at College Council 11/17/14
Calendar

Reports to: Student Services Council

Functions
The Calendar Committee shall develop and recommend for approval the yearly academic calendar.

Membership and Appointment
Co-chairs: Vice president, student services and Faculty (1) co-chair appointed by Faculty Association.
Administrators (2) including the vice president, student services, who has a standing appointment
Director, admissions & records
Assistant director, information technology services
Faculty members (2), one appointed by the Academic Senate, and one appointed by the Faculty Association
Part-time faculty member (1) appointed by PFA
 Classified member (1) appointed by CSEA
ASB members (1) appointed by ASBG

Length of Appointment
Vice president, student services has a continuous appointment. All others, serve one year, but may be reappointed.

Meetings
Scheduled in September, October, and November as needed to develop and recommend the calendar.

Agenda
The agenda is developed by the vice president, student services.

Notes
Notes are maintained by the administrative secretary and are available on the myHancock portal. The vice president, student services distributes the revised calendar.

*Approved at College Council 10/19/15

Committees will work with the respective council to validate functions and membership.
Campus Support & Assessment Team (CAST)

Reports to: Student Services Council

Purpose
The mission of CAST is to improve and promote campus community safety and wellness by coordinating information and developing support plans for people of concern. The purpose of the CAST is to serve as the coordinating hub of a network of existing resources, focused on prevention and early intervention in campus community situations involving students experiencing distress or engaging in harmful or disruptive behaviors. The team will regularly review and assess these situations and recommend actions in accord with existing college policies.

“Be the eyes and ears for our campus community. See it, say it!” – Chief Grohowski

Functions
1. Receive, review and catalogue information about campus community concerns regarding campus community member behavior.
2. Perform initial assessment of risk and refer cases to offices and officials as needed for additional assessment i.e., student discipline, Learning Assistance Program, and Student Health Services.
3. Develop specific strategies to manage potentially harmful or disruptive behavior to protect the safety and rights of both the individual and the college community.
4. Make recommendations to college officials on appropriate actions consistent with college policies and procedures.
5. Engage in ongoing refinement of Team procedures and protocols to foster optimal team functioning and interface with the college community.
6. Identify college policy and procedural issues warranting further examination and refer such matters to appropriate entities.
7. Identify campus training needs, recommend programs, and conduct outreach and training for faculty, staff and students.

Membership and Appointment
Chief of Police, campus police
Department chair, counseling
Counselor, counseling
Counselor/Specialist, learning assistance program
Mental health counselor (2), student health services
Human Resources, designee

Co-chairs
Vice president, student services
Coordinator, student health services

Meetings
The CAST Committee will meet a minimum of at least once per month.

Agenda
Chair is responsible for constructing the agenda. Proposed agenda items should be submitted by committee members no later than the day before the scheduled meeting.

Notes
Chair (or designee) will be responsible for recording and distribution of notes to the committee members.

*Approved at College Council 10/03/16

Committees will work with the respective council to validate functions and membership.
Distance Learning

Reports to: Student Learning Council

Functions
To address issues, explore options, and recommend policies, procedures and tools to enhance the quality of student learning and services in the delivery of distance education offered by Allan Hancock College.

1. Recommend criteria to promote quality of instruction and develop strategies to increase student retention and success in distance learning.
2. Facilitate the development of new ideas and recommend innovative technologies for distance learning.
3. Assess distance learning technology.
4. Make recommendations for online course maintenance.
5. Identify, develop and recommend policies to enhance faculty and student support.
6. Recommend policies to enhance support services for distance learning students.
7. Promote awareness and make recommendations concerning intellectual property/copyright issues for distance learning.
8. Recommend guidelines for training and approval of distance learning instructors.
9. Evaluate and make recommendations for distance learning platforms and infrastructure.

Membership
Vice President, Academic Affairs
Asst. Dean, Learning Resources
Director, Information Technology Services
Distance Education Specialist, Learning Resources
Distance Learning Technician
Adaptive Technician/Internet Access Specialist, Learning Assistance Program/Multimedia Services
Student Services Administrator
Full-Time Faculty (3)
Full-Time Counselor (1)
Part-Time Faculty (1)
ASBG representative

Length of Appointment
Members serve two years.

Chair
Distance Education Specialist

Faculty Appointment
Faculty can be represented from full- or part-time faculty.

Meetings
Meetings take place on the third Tuesday of the month at 3 p.m.

Agenda
The chair is responsible for constructing the agenda. Proposed agenda items should be submitted by committee members no later than two days prior to each meeting.

Committees will work with the respective council to validate functions and membership.
Notes
During each meeting, a note taker will be selected and will make a record of agenda items discussion. The chair will be responsible for distribution of notes to committee members.

*Approved at College Council 11/17/14

Committees will work with the respective council to validate functions and membership.
Diversity/Equal Employment Opportunity (EEO)

Reports to: Human Resources Council

Functions

1. Be familiar with pertinent state and federal regulations; review district wide commitment to comply with regulations and recommend changes needed to gain compliance with regulations.
2. Review and advise on the district’s staff diversity/EEO plan and monitor its progress.
3. Develop, evaluate and ensure staff diversity/EEO definition is clearly understood and used in the hiring process.
4. Recommend, conduct, and participate in in-service training on staff diversity/EEO.
5. Periodically review recruitment procedures and selection processes.
6. Review and suggest revisions of services, employment policies, and other written and unwritten rules, policies, practices, and procedures that affect the district’s diverse employee population.
7. Ensure that there are anti-harassment and discrimination policies and procedures in place.

Membership and Appointment

Director, human resources (1) (co-chair)
Co-chair: Management Association (1)
Faculty Association
CSEA (1)
Supervisory/Confidential (1)
ASBG (1)

Length of Appointment

Faculty, classified, supervisory/confidential, management appointed members generally serve a two-year term. Other members are permanent members.

Chair

Director, Human Resources or designee

Meetings

Regularly scheduled meetings will be held monthly with the time and day established each semester.

Agenda

Agenda items are the responsibility of the chair. Proposed agenda items should be submitted to the chair by committee members no later than two days before the meetings.

Notes

Notes will be maintained by the chair and distributed to all members.

*Approved at College Council 10/3/16

Committees will work with the respective council to validate functions and membership.
Enrollment Management

**Reports to:** Institutional Effectiveness Council

**Functions**
The enrollment management committee is responsible for the development and monitoring of the district’s enrollment management plan. The committee utilizes institutional planning documents and data to evaluate student enrollment trends, make recommendations regarding the growth and decline of course offerings, and evaluate and make recommendations to address issues of student recruitment, retention, and success.

**Membership and Appointment**
- Vice President, Institutional Effectiveness
- Vice President, Academic Affairs
- Vice President, Student Services
- Director, Public Affairs & Communications
- Academic Administrators (2)*
- Student Services Managers (2)*
  *to be appointed by the Management Association
- Faculty (5) including one part time faculty member appointed by the Academic Senate
- Department Chairs (2)
- Outreach Committee representative
- CSEA members (2)
- ASBG (1)

Ex-officio members: Deans & Department Chairs

**Chair**
Elected by the Committee for a two-year term which will be voted on each spring.

**Meetings**
3rd Thursday of each month, 12:30-2:00 pm

**Agenda**
The chairperson is responsible for constructing the agenda

**Notes**
The chairperson is responsible for recording and distributing notes from each meeting.

**Subcommittees**
- Marketing/Recruitment
- Outreach Committee

*Approved at College Council 10/3/16

Committees will work with the respective council to validate functions and membership.
Grade Review

Reports to: Student Services Council

Functions
The Grade Review Committee shall review complaints regarding assigned grades and make recommendations to the vice president, student services.

Membership and Appointment
- Vice president, student services or designee
- Faculty members (2) (president and vice president of Academic Senate or designees)
- ASBG president or designee

Length of Appointment
Appointments are continuous until the member resigns or is replaced by appointing body.

Chair
Vice president, student services or designee

Faculty Appointment
Faculty can be represented from full- or part-time faculty.

Meetings
Meetings are scheduled as needed.

Agenda
Agenda will be determined at the time the meeting is called.

Notes
The findings of the committee will be distributed in writing to all participants within two weeks of the hearing. A copy will also be forwarded to the superintendent/president.

Committees will work with the respective council to validate functions and membership.
Institutional Advancement

Institutional Advancement encompasses such college-wide operations as grant development and implementation, fundraising, friend raising, alumni relations, internal and external communications, government and corporate relations, community relations, student relations/outreach, marketing, volunteer coordination, and economic development.

Reports to: Budget Council

Functions

1. Review and recommend college-wide policies and practices concerning institutional advancement.
2. Review, discuss, and when appropriate and necessary, recommend action on important and substantive issues and proposals related to institutional advancement.
3. Coordinate activities of all “advancement” components across the campus.
4. Respond to district identified needs in all areas of institutional advancement including grant development, community relations, fundraising, etc.
5. Identify opportunities for college advancement in all areas of institutional advancement such as grant opportunities, fundraising efforts, corporate partnerships, etc. as they relate to the college Strategic Plan.

Membership

Director of Public Affairs and Publications
Executive Director, Foundation
Director Institutional Grants
Director of Marketing PCPA
Director PCPA Foundation
Dean of Community Education
Dean, Academic Affairs CTE Programs
Student Activities Coordinator (ASBG)
Assoc. Dean Athletics/PE
Dean Counseling and Matriculation
Director Bookstore
Dean Extended Campus
Representative from the Hancock Boosters, Inc.
Other interested faculty and classified staff (such as rep from Title V grant)

Length of Appointment

Membership is based on role/position, which dictates the length of appointment. Members at large have a two year term.

Chair

Annual chair rotation among directors of Grants, Foundation and Public Affairs and Publications

Meetings

Scheduled monthly. There may be an intermittent need to convene quickly – electronically or in person – to elicit input/response on specific topics or projects.

Committees will work with the respective council to validate functions and membership.
Learning Outcomes & Assessment – Academic Affairs

Reports to: Student Learning Council

Functions

Support curricular practices at AHC that incorporate the learning outcomes assessment cycle* including the creation of SLOs, data collection, improvement plans and implementation by:

1. Assist departments to develop strategies to implement assessment cycle at the course, program, and institutional levels.
2. Oversee the assessment of the institutional learning outcomes (ILOs).
3. Monitor and maintain the institutional assessment plan to link the assessment cycle to the college’s planning processes.
4. Provide training for faculty and staff on all parts of the assessment cycle.
5. Work with program review participants to implement improvement plans related to assessment.

*http://www.hancockcollege.edu/institutional_research_planning/learning_outcomes/index.php

Membership

Coordinator, student learning outcomes-instruction
Coordinator, student learning outcomes-student services
Instructional departmental liaisons (13)
ASBG (1)

Ex-officio Members

Academic Senate Exec representative or designee (1)
Chair, academic planning & procedures or designee
Director, institutional research & planning or senior analyst
Learning outcomes analyst
Part-time faculty representative
Vice president, academic affairs or designee
Vice president, student services or designee
Deans

Length of Appointment

All members are permanent due to their position responsibilities.

Chair

Coordinator, student learning outcomes - instruction

Meetings

Regular scheduled meetings are held once per month during the fall and spring semesters.

Agenda

The chair is responsible for constructing the agenda. Proposed agenda items should be submitted by committee members no later than three days before the scheduled meeting.

Notes

The chair (or his/her designee) will be responsible for recording and distribution of notes to the committee members.

*Approved at College Council 05/18/15

Committees will work with the respective council to validate functions and membership.
Learning Outcomes & Assessment – Student Services

Reports to: Student Services Council

Functions
1. Assist departments in the development, implementation, and assessment of student learning outcomes at the course and program levels for student services.
2. Provide input and feedback in the assessment of institutional learning outcomes (ILOs).
3. SLO liaisons will report on SLO assessment progress in their departments.
4. Facilitate training for faculty and staff on assessment of learning outcomes.
5. Work with program review participants to implement improvement plans related to assessment.
7. Advocate for resources and support within the department as it relates to student learning and assessment.

Membership and Appointment
Coordinator, student learning outcomes - student services
Coordinator, student learning outcomes - academic affairs
Student services departmental/program liaisons

Standing Invitees
Vice president, student services
Learning outcomes analyst
Deans, student services
Vice president, institutional effectiveness or designee

Length of Appointment
Liaisons are appointed annually. All other members are permanent due to their position responsibilities.

Chair
Coordinator, student learning outcomes – student services

Meetings
Regular scheduled meetings are held once per month during the fall and spring semesters.

Agenda
Chair is responsible for constructing the agenda. Proposed agenda items should be submitted by committee members no later than three days before the scheduled meeting.

Notes
Chair (or designee) will be responsible for recording and distribution of notes to the committee members.

*Approved at College Council 10/3/16

Committees will work with the respective council to validate functions and membership.
ONESolution Steering

Functions

1. Provide process and technical coordination for the ONESolution financial and human resources activities.
2. Plan and manage upgrades.
3. Review enhancements and new releases of ONESolution and coordinate any functional changes with affected departments.
4. Liaison with the Banner Steering Committee for interdependencies and standards.
5. Ensure ongoing training and adequate user documentation on ONESolution.
6. Review and prioritize local enhancements for submission to vendor’s idea forum.
8. Submit all proposed policies and guidelines to Technology Council.

Membership and Appointment

Director, Business Services
Director, Human Resources
Director, Information Technology Services
Budget Analyst (Administrative Services)
Auxiliary Accounting Supervisor (Auxiliary Accounting)
Accounting Supervisor (Business Services)
Purchasing Supervisor (Business Services)
Payroll Supervisor or designee (Business Services)
Human Resources representatives (Human Resources)
Systems Analyst (Information Technology Services)
Accounts Payable/Purchasing Coordinator (PCPA)
Accountant (Business Services)

Length of Appointment

Membership is based upon employment in specific positions.

Co-Chairs

Director, Business Services and Director, Information Technology Services.

Meetings

Meetings are held monthly, usually on the 2nd Monday, from 10:00 – 11:30 am.

Agenda

Agenda items are the responsibility of the co-chairs. All other members may submit agenda items at any time for the next meeting.

Notes

Notes are maintained by a designated note taker and posted online for access by all members.

*Approved at College Council 9/26/16

Committees will work with the respective council to validate functions and membership.
Outreach Advisory

Reports to: Vice President, Student Services / Student Services Council

1. Disseminate current campus, regional, and statewide credit and non-credit matriculation information.
2. Review and make recommendations on outreach and student engagement procedures, policies, and reports.
3. The committee shall work to address the needs of the prospective and currently enrolled students to ensure success and to promote college and career readiness.
4. Establish outreach taskforce as needed.

Membership and Appointment

Dean, Student Services
Extended campus representative
Admissions & records representative
EOPS & special outreach representative
Financial aid representative
Public affairs and publications representative
Department chair, counseling

3SP Technical Specialist
Outreach counselor
Career counselor
3SP technician
Noncredit 3SP representative
Associated student body representative
appointed by the ASBG president

Chair
Designee appointed by the Vice President, Student Services.

Meetings
Meetings will be held every second and fourth Tuesday of the month from 1:15-2:30, or as needed.

Agenda
Agenda items should be submitted to the chairperson and contain items from previous meeting follow-up items, updates received from the state, staff presentations of matriculation activities on campus. Members may submit agenda items at least one week prior to the next meeting.

Notes
Notes are distributed to all members and guests attending the meeting.

*Approved at College Council 10/3/16
Professional Development/Training

Reports to: Human Resources Council

Functions

1. Facilitates and encourages skill development/training, support, employee retention.
2. Schedules institutionally developed workshops, conferences, and skill development training sessions.
3. Develops guidelines for the creation and development of staff training and professional development opportunities.
4. Facilitates the tracking system for professional development activities.
5. Identifies skills development and cross training needs and assists in facilitating that need.
6. Identifies employees who can provide staff development training.
7. Conducts needs assessments surveys to determine training needs.
8. Performs regular assessments/evaluations of training activities to determine effectiveness.
9. Manages and publishes annual calendar of professional growth activities and training opportunities.
10. Communicates professional development activities monthly in District newsletter.

Membership and Appointment

Director, human resources/equal employment opportunity or designee (1) (co-chair)
Co-chair: Management Association (1)
Academic Senate Professional Development Committee Chair (1)
Faculty Association (1)
PT Faculty Association (1)
CSEA (1)
Supervisory/Confidential (1)
ASBG (1)

Length of Appointment

Faculty, classified, supervisory/confidential, management appointed members generally serve a two-year term. Other members are permanent members.

Chair

Director, Human Resources/EEO or designee

Meetings

Regularly scheduled meetings will be held monthly, with the time and day established each semester.

Agenda

Agenda items are the responsibility of the chair. Proposed agenda items should be submitted to the chair by committee members no later than two days before the meetings.

Notes

Notes will be maintained by the chair and distributed to all members.

*Approved at College Council 12/16/13

Committees will work with the respective council to validate functions and membership.
Safety

Reports to: Facilities Council

Functions
1. Help provide the safest work environment possible for Allan Hancock College staff and students
2. Review safety practices
3. Conduct site inspections
4. Disseminate information to employees on safety, health and catastrophic occurrences
5. Receive safety/hazard reports
6. Recommend staff development activities
7. Establish procedures for compliance with hazardous materials regulations
8. Develop and recommend procedures relating to handling, labeling and disposal of hazardous materials
9. Coordinate staff training related to hazardous materials
10. Maintain the Employee Right-To-Know and Hazardous Communication Program by informing staff of chemical hazards and how to work safely with chemicals
11. Investigate and develop procedures to generate less hazardous materials on campus
12. Assist in the management of the overall emergency/disaster preparedness organizational structure
13. Coordinate staff training and emergency drills
14. Recommend relates SEMS operations training
15. Serve as a liaison with municipal and county emergency response agencies
16. Recommend necessary district resources for disaster response

Membership and Appointment
Director, public safety/chief of police
Director, plant services
Director, human resources/equal employment opportunity
Director, public affairs and publications
Dean, academic affairs of health sciences, AOJ, fire safety & EMS
Faculty members (2) appointed by the Faculty Association
Part-time faculty member (1) appointed by PFA
Instructional assistant, life and physical science department
Off-site representative (1) appointed by the dean, off-campus programs
Supervisor, student center
S.I.P.E. safety officer
Safety coordinator
Representative from the industrial technology and public safety department
LVC off-site representative (1)
PCPA member (1) appointed by the associate dean/artistic director, PCPA
College nurse
Supervisory/confidential member (1) appointed by the supervisory/confidential staff
Classified members (2) appointed by CSEA
ASBG member (1) appointed by ASBG
Municipal public safety advisory members (2) appointed by committee chair

Committees will work with the respective council to validate functions and membership.
Length of Appointment
Members serve for two years on a staggered cycle to ensure continuity.

Chair
Director, public safety/chief of police

Chair Pro-Tem
Director, plant services Faculty

Appointment
Faculty can be represented from full- or part-time faculty.

Meetings
Five regularly scheduled meetings held each fiscal year (September, November, February, April and June) on the third Tuesday at 2:00 p.m. in the captain’s room.

*SEMS (Standardized Emergency Management System)
Student Success & Support Program (3SP) and Student Equity

Reports to: Student Services Council

Functions

1. Disseminate current campus, regional, and statewide credit and non-credit 3SP information.
2. Review and make recommendations on 3SP and Student Equity procedures, policies, and reports.
3. Provide guidance to responsible Administrator (i.e. budget, goals, mission and implementation).
4. Establish taskforce as needed.

Membership and Appointment

Dean, Student Services or Designee
Academic Deans (2 Student Services and 2 Academic Affairs)
Institutional Research and Planning or Designee
Director, EOPS/CARE/CAYFES/CalWORKS or Designee
Director, Information Technology Services or Designee
Dean, Noncredit Education & Community Programs
Counseling Faculty (2) (Dept. Chair and follow-up counselor) appointed by the Academic Senate
Faculty Member appointed by the Faculty Association
Instructional Faculty (3) (representing AP&P, English, Math) appointed by the Academic Senate
Assessment Coordinator
Noncredit Counselor
Learning Assistance Program (LAP) representative
Admissions and Records representative appointed by the Director, Admissions and Records
Grants Specialist
Classified Members (2) appointed by CSEA
3SP Technical Specialist
Associated Student Body Representative appointed by the ASBG President

Length of Appointment

Membership is based on role/position which dictates the length of appointment. Members at large have a two-year term.

Chair
Designee appointed by the Vice President, Student Services

Meetings

Meetings will be held monthly, on the 3rd Thursday from 10:30 a.m. – 12:00 p.m.

Agenda

Agenda items are the responsibility of the chair. All other members may submit agenda items at any time.

Notes

Notes are maintained by the Dean’s secretary and are available on the myHancock portal.

*Approved at College Council 10/3/16

Committees will work with the respective council to validate functions and membership.
Sustainability

Reports to: Facilities Council

Functions

1. Establish and promote campus-wide sustainability awareness that supports Allan Hancock College students and employees to be global citizens and stewards of the environment.

2. Act as a resource to the campus on issues of sustainability.

3. Provide the leadership effort to implements the District’s Sustainability plan goals and objects.

Membership and Appointment

Vice President (1)
Academic Senate (1)
Management Association (1)
ASBG (1)
Supervisory/Confidential (1)
CSEA (1)
Faculty Association (1) Part-time Faculty Association (1)

Co-chairs
Appointed by the Facilities Council

Meetings
The committee meets once a month, day and time – to be determined.

Agenda
The co-chairs are responsible for the meeting agendas.

Notes
The co-chairs are responsible for the meeting notes.

*Approved at College Council 05/18/15

Committees will work with the respective council to validate functions and membership.
Technology Advisory Committee (TAC)

Reports to: Technology Council

Functions
1. Research, review and provide input on Technology Master Plan as designated by Technology Council.
2. Report objectives and status to Technology Council.
3. Assist the district to seek out new ideas and innovative technologies.
4. Make recommendations for Measure I bond funds for technology modernization requests.
5. Develop procedures and forms to assist staff in identifying, evaluating and purchasing technology products.
6. Review and update the computer obsolescence guidelines document.
7. Submit all proposed policies and guidelines to Technology Council.

Membership and Appointment
Dean, Academic Affairs and Learning Resources
Director, Information Technology Services
5 Faculty members (3 appointed by Academic Senate, 1 appointed by FA, and 1 appointed by PFA)
Classified members (up to 5) appointed by CSEA
Supervisory/Confidential member (up to 1) appointed by Supervisory/Confidential staff
Student (up to 1) appointed by ASBG
Management member (up to 1) appointed by Management Association

Length of Appointment
Members generally serve a two-year term with the exception of the Director, Information Technology Services and the Dean, Academic Affairs and Learning Resources who are permanent members.

Co-Chair
Dean, Academic Affairs and Learning Resources, and the Director, Information Technology Services.

Meetings
Meetings will be held bimonthly, usually on the 1st and 3rd Fridays, from 1-2:30 p.m.

Faculty Appointment
Faculty are represented from full and part-time faculty.

Agenda
Agenda items are the responsibility of the Dean, Academic Affairs and Learning Resources and the director, Information Technology Services. All other members may submit agenda items at any time for the next meeting.

Notes
Notes are maintained by a designated note taker and posted online for access by all members.

*Approved at College Council 12/1/14

Committees will work with the respective council to validate functions and membership.
Web Services

Reports to: Technology Council

Functions
1. Create and review Web and social media communication standards and procedures.
2. Review and approve the design and layout of all college websites and portals.
3. Ensure adequate and ongoing training on the content management system (CMS).
4. Review and recommend security access for content management system (CMS).
6. Manage domain names and email address formats.
7. Analyze and respond to Web page analytics.
8. Review and approve Web requests for new sites/pages/templates.
10. Recommend all proposed policies and guidelines to Technology Council.

Membership and Appointment
Director, Public Affairs
Dean, Academic Affairs and Learning Resources
Director, Information Technology Services
Web Services Specialist II
Web Content Coordinator
One full-time Faculty member appointed by FA
One part-time Faculty member appointed by PFA
One Faculty member appointed by Academic Senate
Classified members (up to 4) appointed by CSEA
Supervisory/Confidential member (up to 1) appointed by Supervisory/Confidential staff
Management member (up to 1) appointed by Management Association
Student (up to 2) appointed by ASBG

Length of Appointment
Faculty, Classified, Supervisory/Confidential, Management appointed members generally serve a two-year term. Student members serve a one-year term. Other members are permanent members.

Chair
Web Services Specialist II

Faculty Appointment
Faculty are represented from full- and part-time faculty.

Meetings
Meetings are held bi-monthly, usually on the 1<sup>st</sup> and 3<sup>rd</sup> Thursday, from 8:30 – 10:00 am.

Agenda
Agenda items are the responsibility of the chair. All other members may submit agenda items at any time for the next meeting.

Notes
Notes are maintained by a designated note taker and posted online for access by all members.

* Approved at College Council 10/6/14

Committees will work with the respective council to validate functions and membership.
Part IV: FAQ’s

Frequently Asked Questions
**Part V: Appendices**

**STRATEGIC DIRECTION: INSTITUTIONAL EFFECTIVENESS**

District policies and processes ensure the effectiveness of the teaching and learning culture and emphasize collaboration and communication. These will be regularly assessed to demonstrate a commitment to the mission statement.

**Goal IE1:** To identify the institutional capacity to fulfill the college mission.

**Goal IE2:** Provide valid and reliable assessment of institutional processes in a consistent and timely manner.

**STRATEGIC DIRECTION: STUDENT LEARNING & SUCCESS**

Provide educational programs and comprehensive student support services that promote student success and respond to qualitative and quantitative assessment of learning. Student success at Allan Hancock College is defined by the achievement of the student’s educational goals.
Goal SLS1: To ensure continuous improvement based on Student Learning Outcomes assessment data.

Goal SLS2: To support student access, achievement, and success.

Goal SLS3: Ensure students are directed
Help students clarify their aspirations, develop an educational focus they perceive as meaningful and develop a plan that moves them from enrollment to achievement of their goal.

Goal SLS4: Ensure students are focused
Foster students’ motivation and helping them develop the skills needed to achieve their goals.

Goal SLS5: Nurture students
Convey a sense of caring where students’ success is important and expected.

Goal SLS6: Engage students
Actively involve students in meaningful and authentic educational experiences and activities inside and outside the classroom.

Goal SLS7: Ensure students are connected
Create connections between students and the institution and cultivating relationships that underscore how students’ involvement with the college community can contribute to their academic and personal success.

Goal SLS8: Value student contributions
Provide students with opportunities to contribute to and enrich the college culture and community.

Goal IR2: To develop district financial resources adequate to support quality programs and services.

Goal IR3: To enhance and maintain currency in technology usage/application in support of students and faculty, staff efficiency and operational effectiveness.

Goal IR4: To provide a safe, attractive, and accessible physical environment that enhances the ability to teach, learn, and work

STRATEGIC DIRECTION: GOVERNANCE

Informed leadership, shared governance and communication committed to meeting the needs of the college and community.

Goal G1: To sustain a college-wide culture that values qualitative and quantitative data in the decision making process.

Goal G2: To sustain a planning framework that values input from all constituencies and the board of trustees.

Goal G3: To refine a committee/process improvement initiative, across campus, to improve coordination, communication, and effectiveness.

STRATEGIC DIRECTION: INTEGRATION

Allan Hancock College will be fully integrated externally and internally.

Goal I1: Community Integration Partner with workforce and industry to expand pursuit of community partnerships and search out opportunities to tell our story to advance the mission of the college.

Goal I2: Employee Integration Ensure that every member of the campus actively participates in fostering student success. AHC will provide opportunities to build mutual respect, collaboration, innovation, and creativity in an effort to build student success.
Organizational Charts

District Organization

Academic Affairs

Administrative Services

College Advancement

Human Resources

Information Technology Services

Institutional Effectiveness

Student Services
## Monthly Meeting Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td>1st</td>
<td>College Council 2:30-4:30 p.m.</td>
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<tr>
<td>2nd</td>
<td>Budget Council 2:30-4:00 p.m.</td>
<td>Institutional Effectiveness Council 2:30-4:00 p.m.</td>
<td>Student Learning Council 2:30-4:00 p.m.</td>
<td>Facilities Council 10-11:30 a.m.</td>
<td>Technology Council 1-2:30 p.m.</td>
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<tr>
<td>3rd</td>
<td>College Council 2:30-4:30 p.m.</td>
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<tr>
<td>4th</td>
<td></td>
<td>Institutional Effectiveness Council 2:30-4:00 p.m.</td>
<td>Student Learning Council 2:30-4:00 p.m.</td>
<td>Facilities Council 10-11:30 a.m.</td>
<td>Technology Council 1-2:30 p.m.</td>
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Allan Hancock College Board Policies

Shared Governance

Program Review

Academic Program Review Resource Guide