

# Grossmont-Cuyamaca Community College District Governance Handbook



Adopted by the Governing Board 12/13/19

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GROSSMONT-CUYAMACA  
COMMUNITY COLLEGE DISTRICT

# Grossmont-Cuyamaca Community College District Governance Handbook for Effective Decision-Making

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# Grossmont-Cuyamaca Community College District Vision, Mission, Goals

## Vision

Transforming lives through learning.

## Mission

Provide outstanding diverse learning opportunities that prepare students to meet community needs, promotes global responsibility, and fosters opportunities for all.

- Outstanding undergraduate education for students seeking certificates, associate degrees, and university transfer;
- Excellent career and technical education programs that prepare students for workforce entry and advancement;
- Engaging educational services that meet learners' needs in basic skills, and English language proficiency;
- Comprehensive student development and personal support services that contribute to student learning and achievement;
- Partnerships and programs that promote the social and economic development of the region; and
- Community education for personal, professional, and lifelong learning.

## Goals

- I. Create streamlined, student-centered pathways to educational goal completion
- II. Close achievement gaps by engaging individual students with diverse needs and removing structural barriers to their success
- III. Cultivate a student-centered culture of excellence, trust, stewardship, and service

## Introduction

The Grossmont-Cuyamaca Community College District (GCCCD) recognizes the critical role and contribution of all members of the District community and is committed to cultivating an effective governance system that conveys the interrelationship of all parties in fulfillment of service to our students and community. The Governing Board, Chancellor, administrators, faculty, staff, and students are pledged to work cooperatively in a principled approach that respects the interests and responsibilities of all members of the District community. Our governance system supports participation and communication to strengthen the District's capacity to carry out its mission. Members of this District are united by the collective understanding that student learning and success is our primary mission.

To access council/committee meeting schedules and information go to the employee [Intranet](#). Feedback and comments may be sent to the Chancellor's Office.

## Governance Philosophy: Participatory Governance

Effective governance of any democratic organization relies on the individual and collective actions of those who come together for the purpose of governance. GCCCD adheres to a philosophy of participatory governance that engages primary institutional stakeholders in decision-making processes. These stakeholders generally include Board members, faculty, staff, administrators, students, and community members.

Successful participatory governance creates an environment of awareness and inclusion in which all members adhere to the following overarching goals:

- Maintain a unity of purpose
- Agree on and govern within appropriate roles
- Create and sustain a positive governance culture
- Establish policies, procedures, and practices that promote the institution's mission and strategic direction in serving the community
- Support an open and representative structure for opinions to be shared and considered
- Provide effective, timely responses to internal and external demands
- Assure accountability through a focus on evidence, transparency, and continuous improvement

This shared involvement does not always imply agreement and does not always require the same level of involvement by all stakeholders at all times; nevertheless, it always recognizes the ultimate responsibility for decisions with the Chancellor and the Board of Trustees.

## Principles of Governance

Effective governance at GCCCD rests on a democratic partnership in which Board members, faculty, staff, administrators, and students commit to the following principles:

1. The Governing Board has final responsibility and authority for District policies and procedures; any individual may address the Board to share his/her opinions or concerns.
2. The Board charges the Chancellor with the responsibility for governance of the District; in turn, the Chancellor creates a structure and a systematic process for decision-making that allows for the effective participation of Board members, faculty, staff, administrators, students, and community.
3. Recommendations for decisions are made through the consultative processes involving appropriate councils and committees.
4. Representation is the cornerstone of good governance. Members of all campus constituencies – students, faculty, administration, and staff – are involved in the governance and future direction of the District through their representatives. Individual representatives are responsible for articulating the perspectives of the groups they represent, and, in turn, reporting back to their groups on the progress of issues. In addition, constituency representatives should make a sincere attempt to understand issues from a broad District perspective.
5. Effective governance is facilitated by extensive communication, timely and appropriate information, clearly noticed and accessible meetings, public deliberation, broad scale participation, published records, and regular evaluation of the quality and effectiveness of the governance structure and function.

## Evaluation and Continuous Improvement

The District conducts periodic reviews and evaluation of its governance structure and function. Through two systematic review processes, one completed on an annual basis and one completed every three years, the District's *Governance Handbook* is maintained to reflect changes identified in the District's cycle of continuous quality improvement.

**Annually:** The handbook is reviewed each year by Chancellor's Office staff and council and/or committee members and updated to maintain accuracy. Review includes council/committee charge, composition, and meeting schedule.

**Triennially:** The effectiveness of the structures and processes described in the handbook are evaluated every three years as a part of the District's assessment of its planning processes. This assessment includes gathering districtwide feedback about the quality and effectiveness of the District's participatory governance process for review by the District Executive Council (DEC). DEC reviews this information and recommends revisions to the Chancellor. The updated handbook is presented to the Governing Board for review and approval.

# Roles of Stakeholders in Participatory Governance

Grossmont College, Cuyamaca College, and GCCCD District Services have established participatory governance systems at the campus or site level. This handbook addresses the roles of stakeholders in participatory governance at the District level. These stakeholders participate in decision-making appropriate in scope to their roles within the District. The role in making decisions for each constituency described below is derived from the California Code of Regulations and GCCCD board policies and administrative procedures. District policies and procedures and the relevant sections of the California Code of Regulations, Title 5, are included in this document under references.

## Governing Board

The Board of Trustees retains the ultimate responsibility for governance of the District. According to the Education Code, the locally-elected Governing Board takes responsibility for the following:

- Represents the public interest
- Sets policy direction
- Establishes the climate in which educational goals are accomplished
- Defines legal, ethical, and prudent standards for college and District operations
- Hires and evaluates the Chancellor
- Assures fiscal health and stability
- Delegates power and authority to the Chancellor to effectively lead the District
- Monitors institutional performance
- Advocates and protects the District

In carrying out these functions, the Governing Board provides for and encourages effective participation by employee and student representatives through its participatory governance processes. The Governing Board, 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 the Chancellor's Office). As a matter of professional respect, and as outlined in AB 1725, the Board will, if it rejects or modifies a recommendation proposed by the participatory governance procedure, return to the participatory governance committee(s) its objections to the proposal. It does this through its designee, the Chancellor.

## Chancellor

Pursuant to District board policy, the Chancellor is the official designee of the Board, and is directly responsible to the Board. The Chancellor is given the authority and responsibility to administer the District and to assign designees to carry out participatory governance.

The Chancellor has the right to accept, reject, or modify any participatory governance recommendation. However, in the spirit of professionalism and collegiality, if the Chancellor does not accept a formal recommendation, he/she will inform the respective group and also inform the Board.

The Chancellor is the chief academic and administrative officer of the District, charged with providing strategic direction and leadership for the District. The Chancellor facilitates the participatory governance process by promoting a decision-making environment of inclusiveness, civility, honesty, fairness, and cooperation.

## Confidential Administrators

Confidential Administrators play a central role in the executive leadership of the District. They contribute to administrative decisions to carry out the institutional mission and create an institutional culture reflecting District values of excellence, trust, stewardship, and service.

Confidential Administrators perform at the highest professional level and are responsible for an array of governance duties including planning, organizing, and directing College and District programs; planning for and managing resources; hiring, supervising, and developing employees; and problemsolving and decision-making to advance the District's strategic goals and objectives.

Confidential Administrators advise and assist the Chancellor and serve as members of the Chancellor's Cabinet and Extended Cabinet to provide vision and leadership to support the mission of the District, as follows:

Chancellor's Cabinet:

- Presidents
- Vice Chancellors

Chancellor's Extended Cabinet:

- Presidents
- Vice Chancellors
- Vice Presidents
- Associate Vice Chancellors
- Directors of Human Resources

Members of Chancellor's Cabinet and Extended Cabinet are involved in decisions made at the District level and articulate recommendations directly to the Chancellor in matters assigned in their job descriptions. Chancellor's Cabinet members bring matters with districtwide implications that arise from their respective participatory governance structures. They serve as the primary advocates for their colleges and divisions for resource needs, policy issues, special projects, and the promotion of college/division goals.

## Managers and Supervisors

For the purposes of participatory governance, managers and supervisors can play dual roles. The first is determined by the scope of responsibility and authority delegated in job descriptions for positions designated as supervisors, classified administrators, and educational administrators. Managers and supervisors serving on councils and committees in this capacity, are appointed based on their functional roles.

The responsibilities of managers and supervisors include the following:

- Provide effective leadership and support in planning and accreditation
- Implement and evaluate District objectives related to their area
- Adhere to the legal and ethical standards as well as policies established by the Board of Trustees
- Oversee the effective use of institutional resources
- Make recommendations concerning the hiring of personnel
- Make contributions to the development and improvement of all GCCCD functions
- Implement best practices and courses of action
- Assume responsibility for ensuring implementation of activities based on applicable recommendations and college goals
- Evaluate the effectiveness of activities in order to support and facilitate the educational process and ensure the institution's effectiveness
- Initiate new ideas and improvements, and promote quality and responsiveness in District operations
- Lead the units for which they are responsible and make appropriate decisions.



The second role of managers and supervisors is as a constituency body, wherein the managers and supervisors take an active role in collegial governance. As the representatives of this constituency body, the Administrators' Association is responsible for appointing manager/supervisor representatives to participatory governance councils/committees and screening/interview committees calling for constituency group representation.

District councils and committees with Administrators' Association designees or representatives include the following:

- Academic Calendar Committee
- Benefits Committee
- District Executive Council
- District Strategic Planning and Budget Council
- Human Resources Advisory Council
- Benefits Committee

### Faculty [Academic Senates]

The Academic Senate is the representative in participatory governance activities regarding academic and professional matters (Title 5, Section 53203 of the California Code of Regulations and board policy BP 2510 *Participation in Local Decision-Making*). The Grossmont College Academic Senate and the Cuyamaca College Academic Senate are established as separate bodies representing the faculty of the respective colleges. Faculty appointments to councils, committees, task forces, or other groups shall be made by the respective Academic Senates, except for those groups specifying American Federation of Teachers Guild representation.

As provided in BP 2510 *Participation in Local Decision-Making*, the Governing Board recognizes the authority of the Academic Senates with respect to academic and professional matters in accord with provisions of Title 5 of the California Code of Regulations. The academic and professional matters on which the Board will rely primarily on the Academic Senates are as follows:

- Curriculum, including establishing prerequisites and placing courses within disciplines
- Degree and certificate requirements
- Grading policies
- Standards or policies regarding student preparation and success
- Faculty roles and involvement in accreditation processes, including self-studies and annual reports
- Policies for faculty professional development activities

The academic and professional matters on which the Board will seek mutual agreement with the Academic/Faculty Senates are as follows:

- Educational program development and educational program discontinuance
- District and college governance structures as related to faculty roles
- Processes for program review
- Processes for institutional planning and budget development
- Other academic and professional matters as mutually agreed by the Board of Trustees and the Senate(s)

The Academic Senates regularly submit items for Board approval via the Chancellor. These include bi-annual Curriculum Committee approvals, sabbatical leave recommendations, emeritus applications, and other academic and professional matters as listed above, upon which the Board either relies primarily upon or seeks mutual agreement with the Senates.



District councils and committees on which the Academic Senate has designated representatives include the following:

- Academic Calendar Committee
- District Executive Council
- District Institutional Effectiveness Committee
- District Strategic Planning & Budget Council
- Districtwide Public Safety & Emergency Preparedness Council
- Human Resources Advisory Council
- Student and Institutional Success Council
- Sustainability Committee
- Technology Advisory Committee
- Website Communications Committee
- Workforce Training Coordinating Committee

### Classified Professionals, including Confidential Staff [Classified Senate]

The Classified Senate takes an active role in collegial governance and effectively provides representation regarding non-bargaining-related issues involving classified professionals.

The Classified Senate promotes the interests of all Grossmont-Cuyamaca Community College District classified professionals in accordance with AB 1725 mandates. Board Policy 2510 *Participation in Local Decision-Making*, ensures classified professionals the opportunity to express their opinions at the District level and to ensure that these opinions are given every reasonable consideration, as well as the right to participate effectively in District and College governance.

The Classified Senate is comprised of diverse, committed, professional staff who support and reaffirm the District and College missions. Elected officers and senators serving on the Classified Senate value, advocate, and participate in a collegial governance process with faculty, administrators, and students as set forth by board policy.

The Classified Senate is organized to do the following in support of classified professionals throughout the District:

- Selects from its membership representatives to serve on employment screening and other participatory governance committees to ensure classified voices are heard.
- Participates on governance committees and councils to ensure inclusion in the development and formation of policy and procedure.
- Provides a body that represents the needs, concerns and viewpoints of the Classified Staff, as well as makes recommendations on their behalf, with the exception of contractual issues.
- Provides a centralized means of communication between Classified Staff and the rest of the district and community
- Provides an opportunity to develop individual leadership among the Classified Staff, as well as increase the professional standards of its members
- Promotes and supports the activities that develop or increase the skills, productivity and professionalism of the Classified Staff

District councils and committees with Classified Senate designees or representatives include the following:

- Academic Calendar Committee
- District Executive Council
- District Institutional Effectiveness Committee

- District Strategic Planning and Budget Council
- Districtwide Public Safety & Emergency Preparedness Council
- Human Resources Advisory Council
- Student and Institutional Success Council
- Sustainability Committee
- Technology Coordinating Council

## Students

The District recognizes and values the contributions of students in participatory governance. The following specific matters are identified in the California Code of Regulations, Title 5, Section 51023.7, as having a significant effect on students and calling for student contributions to decision-making:

- 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
- Any other District and college policy, procedure, or related matter that the District governing board determines will have significant effect on students

The Board recognizes the Associated Students of Grossmont College and the Associated Student Government of Cuyamaca College as the official voices for students in GCCCD. In accordance with Board Policy 2510 *Participation in Local Decision-Making*, the Associated Students are given an opportunity to participate effectively in the formulation and development of District policies and procedures that have a significant effect on them, and the recommendations and positions of the Associated Students are given reasonable consideration.

District councils and committees on which the students have designated representatives include the following:

- Academic Calendar Committee
- District Executive Council
- District Institutional Effectiveness Committee
- District Strategic Planning & Budget Council
- Districtwide Public Safety & Emergency Preparedness Council
- Student and Institutional Success Council
- Website Communications Committee

## Labor Groups

For matters related to compensation and working conditions, employees are represented by the following organizations:

- Faculty—American Federation of Teachers Guild, Local 1931
- Classified Staff—California School Employees Association, Chapter 707
- Administrators—Administrators’ Association
- Confidential Administrators—meet and confer unit\*
- Confidential Staff—meet and confer unit\*

\*A confidential employee is an employee of the District who, in the regular course of his/her duties, has access to confidential information that contributed to the development of management proposals and decisions with respect to employer-employee relations (Government Code Section 3540.1(c)). As such, they are not a bargaining unit, but rather a meet and confer unit.

\*Confidential Employee groups are responsible for appointing representatives from the confidential administrators and confidential staff for participatory governance councils/committees.

Labor groups represent their members in contractual issues such as:

- Select members to serve on governance committees and councils specific to bargaining subjects
- Promote and protect rights of classified employees
- Wages, including salary schedule and placement, promotions, seniority, layoff and reemployment rights, initial classification and reclassification
- Hours of employment
- Health and welfare benefits, including holidays and vacations
- Leaves, transfers and reassignment policies
- Safety conditions of employment, including district-initiated disability leaves
- Procedures to be used for the evaluation of employees
- Procedures of processing grievances and disciplinary actions

District Councils and committees on which labor groups have designated representatives include the following:

- Academic Calendar Committee
- Benefits Committee
- District Executive Council
- District Strategic Planning & Budget Council
- Human Resources Advisory Council
- Student and Institutional Success Council
- Technology Coordinating Council

## Groups that Develop Recommendations

The GCCCD groups that provide recommendations in the decision-making process are organized into three categories based on the group's responsibilities and its source of authority: council, committee and task force. The groups in all three categories are essential to the involvement of the GCCCD community in both being informed about issues of districtwide importance, making decisions, and serving as conduits of information to and from the stakeholders. The membership in each type of group is determined by the source of authority on which the group is based.

### Council

Councils are composed of administrators and/or executive representatives of faculty, staff, or student organizations. A council often directs the work of numerous committees or task forces. A council meets regularly and serves as an executive advisory body.

### Committee

Committees are composed of a variety of individuals whose scope of work is narrower than a council. A committee reports its recommendations to senior administrators or a council. Committees typically have an ongoing purpose and meet regularly.

Steering committees are charged with overseeing and directing large scale initiatives and may oversee other committees or subcommittees.

Screening and interview committees screen applications for the most appropriately qualified applicants to interview, conduct preliminary interviews, and recommend applicants for final interviews.

### Task Force

A task force may be composed of a variety of individuals relevant to its purpose. Task forces are created to address a specific issue and meet until its charge has been completed. Upon conclusion of the task, the group is disbanded.

# Protocols for District Participatory Governance

Council and committee meetings may be attended by any interested person from the District or the community as an observer.

## Duties of Members

Members of the District councils and committees serve as representatives of their constituencies, and as such, voice the perspectives of those they represent as well as provide feedback to their colleagues.

Any council/committee member may place an item on the agenda, bearing in mind that it should address the stated purpose and activities of the respective council/committee.

Attendance is required for members of the District councils/committees and substitutes are permissible with approval of the council/committee chair. The Chancellor may appoint an interim member when a position is vacant. Members are expected to be conversant with issues and are expected to engage in discussion and to express the perspectives of their represented stakeholders. Members are also responsible for keeping stakeholders informed on matters of the council/committee and for soliciting input to inform the decision-making process.

## Resource Personnel

The council/committee may enlist the assistance of persons with specialized knowledge or expertise to address specific agenda items. Such persons will be identified as "Resource Personnel" on the agendas and may not address any item on the agenda other than their own unless asked to do so by the councils.

## Procedures for District Participatory Governance Councils and Committees

Recommendations of the council/committee to the Chancellor are developed by consensus. If a recommendation from the council/committee requires action by the Board of Trustees, the Chancellor reviews the recommendation, and if he/she approves it, forwards it to the Board for their review and approval. If the Chancellor does not concur with the recommendation, then it is either returned to the appropriate council/committee that developed the recommendation with the Chancellor's feedback for further consideration or it is forwarded to the Board with rationale for disapproval from the Chancellor. In reporting to the Board, the Chancellor will provide a full accounting of the varying points of view and share the rationale for the recommendation.

If the recommendation from the council/committee is related to an operational issue or other area of responsibility delegated to the Chancellor by the Board, the Chancellor reviews the recommendations and does one of the following:

- Approves the recommendation and directs implementation
- Makes modifications, directs implementation, and notifies the council/committee about the modification
- Returns the recommendation to the council/committee that developed the recommendation for further consideration

## Meeting Notes

Notes of council/committee meetings in the form of meeting summaries are recorded by a designated recorder and subject to review and approval by the council/committee chair. These summaries are posted on the employee [Intranet](#) under councils and committees following the meeting.

# GOVERNANCE STRUCTURE FLOW CHART



## District Participatory Governance Councils and Committees

### District Executive Council (DEC)

#### Charge:

The District Executive Council (DEC) serves in an advisory capacity to the Chancellor. DEC advises the Chancellor on District policy development and governance issues, and on matters referred to the council by the colleges, District Services, and/or college/District standing councils or committees. DEC reviews and recommends items for the Governing Board meeting dockets.

#### Membership:

- Chancellor (Chair)
- Vice Chancellor, Business Services
- Vice Chancellor, Human Resources
- Vice Chancellor, Student and Institutional Success
- President, Grossmont College
- President, Cuyamaca College
- President, Academic Senate, Grossmont College
- President, Academic Senate, Cuyamaca College
- President, Associated Students, Grossmont College
- President, Associated Student Government, Cuyamaca College
- Chair, Classified Senates Coordinating Council
- President, California School Employees Association (CSEA), Chapter 707
- President, American Federation of Teachers Guild
- President, Administrators' Association
- Confidential Administrators representative
- Confidential Staff representative

**Meeting Schedule:** Monthly



## District Strategic Planning & Budget Council (DSP&BC)

### Charge:

The District Strategic Planning and Budget Council (DSP&BC) serves in an advisory capacity to the Chancellor on development and evaluation of college and District strategic plans and budget planning priorities based upon the District vision and goals.

### Membership:

- Vice Chancellor, Business Services (Chair)
- President, Grossmont College
- President, Cuyamaca College
- Vice Chancellor, Human Resources
- Vice Chancellor, Student and Institutional Success
- Vice President, Administrative Services, Grossmont College
- Vice President, Administrative Services, Cuyamaca College
- Vice President, Academic Affairs, Grossmont College (attends in even years)
- Vice President, Instruction, Cuyamaca College (attends in odd years)
- Vice President, Student Services, Grossmont College (attends in odd years)
- Vice President, Student Services, Cuyamaca College (attends in even years)
- Associate Vice Chancellor, Business Services
- Associate Vice Chancellor, Human Resources
- Associate Vice Chancellor, Research, Planning and Technology
- Senior Dean, College Planning and Institutional Effectiveness, Grossmont College
- Senior Dean, Institutional Effectiveness, Success, and Equity, Cuyamaca College
- President, Academic Senate, Grossmont College
- President, Academic Senate, Cuyamaca College
- President, Associated Students, Grossmont College
- President, Associated Student Government, Cuyamaca College
- Directors, Human Resources (3)
- Director, Enterprise Systems
- Senior Director, Fiscal Services
- Communications and Public Information Director
- President, American Federation of Teachers Guild
- President, California School Employees Association, Chapter 707
- President, Administrators' Association
- Chair, Classified Senates Coordinating Council
- Confidential Administrators representative
- Confidential Staff representative

**Committees:** Recommendations from the following committees are forwarded to DSP&BC:

- District Institutional Effectiveness Committee
- Sustainability Committee

**Meeting Schedule:** Monthly

## District Institutional Effectiveness Committee (DIEC)

### Charge:

The District Institutional Effectiveness Committee (DIEC) serves in an advisory capacity to the District Strategic Planning and Budget Council and will serve to cultivate institutional effectiveness and continuous quality improvement across the District. In particular, the Committee will monitor efforts to improve equity-minded student learning and achievement; achieve the District's mission and goals; serve the needs of the East San Diego County community; and ensure the organizational health and capacity of the District to improve institutional quality. The Committee will support institutional effectiveness by the following:

- Facilitating conversations about institutional performance
- Monitoring ongoing accreditation activities (including preparation for the colleges' self-evaluation reports) from a districtwide perspective and making recommendations to the Chancellor
- Coordinating districtwide planning efforts
- Providing quantitative and qualitative data to inform integrated planning and decision-making processes throughout the District
- Coordinating and evaluating institution-set standards and targets on key performance indicators (KPIs) and other student success outcome measures
- Providing guidance to the District Office of Research, Planning & Institutional Effectiveness regarding annual research priorities and the preparation and evaluation of District plans

### Membership:

- Associate Vice Chancellor, Research, Planning, and Technology (Chair)
- Vice Chancellor, Student and Institutional Success
- Senior Dean, College Planning and Institutional Effectiveness, Grossmont College
- Senior Dean, Institutional Effectiveness, Success, and Equity, Cuyamaca College
- Chair(s), Planning and Institutional Effectiveness Committee, Grossmont College
- Chair(s), Institutional Effectiveness Council, Cuyamaca College
- Co-Chair, Accreditation Faculty, Grossmont College
- Co-Chair, Accreditation Faculty, Cuyamaca College
- Research and Planning Supervisor
- Research and Planning Analyst(s), Grossmont College
- Research and Planning Analyst(s), Cuyamaca College
- President, Academic Senate, Grossmont College (or designee)
- President, Academic Senate, Cuyamaca College (or designee)
- President, Classified Senate, Grossmont College
- President, Classified Senate, Cuyamaca College
- Student representative, Grossmont College
- Student representative, Cuyamaca College
- Business Services representative
- Human Resources representative

## Sustainability Committee

### Charge:

The Sustainability Committee serves in an advisory capacity to the District Strategic Planning & Budget Council on energy conservation and sustainability issues, including board policies and administrative procedures that support the District's Sustainability Commitment, which includes energy use reduction and conservation of natural resources. The Committee considers the following:

- Sustainability Implementation
- Engagement of students, faculty, staff & the community
- Communications for strategy and talking points
- Board policy and administrative procedure for energy conservation
- Progress on sustainability projects
- Energy use reports
- Development of recommendations and implementation strategies

### Membership:

- Senior Director, Districtwide Facilities (Chair)
- Vice Chancellor, Business Services
- Vice President, Administrative Services, Grossmont College
- Vice President, Administrative Services, Cuyamaca College
- Director, District/Campus Facilities, Operations and Maintenance, Grossmont College
- Director, District/Campus Facilities, Operations and Maintenance, Cuyamaca College
- Director, Human Resources
- Director of Public Safety
- Communications and Public Information Director
- Sustainability Specialist
- Prop V Program Manager
- Academic Senate representative, Grossmont College
- Academic Senate representative, Cuyamaca College
- Student representative, Grossmont College
- Student representative, Cuyamaca College
- Classified Staff representative, Grossmont College
- Classified Staff representative, Cuyamaca College
- Classified Staff representative, District Services
- Foundation for Grossmont and Cuyamaca Colleges representatives
- Additional members as recommended by Chancellor's Cabinet

## Districtwide Public Safety & Emergency Preparedness Council

### Charge:

The Districtwide Public Safety & Emergency Preparedness Council serves in an advisory capacity to the Chancellor on matters concerning public safety, emergency readiness, parking and facilities safety. The Council shall provide coordination and a communication link between the emergency preparedness committees, public safety, transportation, and parking programs across the District. The Council will develop recommendations on emergency coordination, training, communication and other public safety and workplace safety issues that address current challenges and future needs.

### Membership:

- Director of Public Safety (Chair)
- Vice Chancellor, Business Services
- Dean, Student Affairs, Grossmont College
- Dean, Student Affairs, Cuyamaca College
- GCCCD/Sheriff's Office Sergeant
- Senior Director, Districtwide Facilities
- Director, District/Campus Facilities, Operations and Maintenance, Grossmont College
- Director, District/Campus Facilities, Operations and Maintenance, Cuyamaca College
- Communications and Public Information Director
- Chair, Emergency Preparedness Committee, Grossmont College
- Chair, Emergency Preparedness Committee, Cuyamaca College
- Campus and Parking Services Specialist (Specialist on duty at site-alternates GC/CC)
- Campus and Parking Services, Administrative Support
- District Sustainability Specialist
- Academic Senate representative, Grossmont College
- Academic Senate representative, Cuyamaca College
- Student representative, Grossmont College
- Student representative, Cuyamaca College
- Classified Senate representative
- Extended Cabinet representative
- District Services representative at-large
- Human Resources representative

**Meeting Schedule:** Monthly

## Human Resources Advisory Council (HRAC)

### Charge:

The Human Resources Advisory Council (HRAC) serves in an advisory capacity to the Human Resources Department to support its ongoing commitment to providing quality services for employees based on the District vision and goals. The council provides a venue for valuable employee perspectives and enhanced communication between Human Resources and the employees it serves.

HRAC serves as the District's Equal Employment Opportunity (EEO) Advisory Council, this council promotes and develops employee diversity and equity efforts.

HRAC promotes a welcoming environment that fosters cultural competence, equity and respect for all employees, and empowers them to advocate for all students to succeed.

### Responsibilities:

- The council is responsible for recommending and assessing meaningful strategies for improvement that advance this council's charge.
- The council provides recommendations regarding human resources needs across the District.
- The council assists in the development and monitoring of the District's EEO plan.

### Membership:

- Vice Chancellor, Human Resources (Chair)
- Communications and Public Information Director
- Academic Senate representative, Grossmont College
- Academic Senate representative, Cuyamaca College
- Classified Senate representative, Grossmont College
- Classified Senate representative, Cuyamaca College
- Classified Senate representative, District Services
- Administrators' Association, 2 representatives
- Confidential Administrators, 2 representatives
- Confidential Staff representative
- California School Employees Association, Chapter 707, representative
- American Federation of Teachers Guild representative

**Meeting Schedule:** Monthly

# Student and Institutional Success Council (SISC)

## Charge:

The Student and Institutional Success Council (SISC) serves in an advisory capacity to the Chancellor and as a platform for collaboration, coordination, support, and communication about districtwide efforts to promote equity-minded student success by reviewing, facilitating, and recommending educational and student support initiatives, services, and programs. SISC provides districtwide coordination and leadership through the following objectives:

- Advance a shared vision to the District's student success, equity, and diversity efforts aimed at creating an effective student-focused culture.
- Coordinate pedagogical or technological innovation that enhances academic success.
- Identify and evaluate high-impact, scalable practices that support student success and align with the Guided Pathways framework.
- Promote districtwide alignment of curriculum and instructional programming.
- Provide guidance on assigned board policies and administrative procedures.

## Membership:

- Vice Chancellor, Student and Institutional Success (Chair)
- Associate Vice Chancellor, Research, Planning, and Technology
- President, Academic Senate, Grossmont College (or designee)
- President, Academic Senate, Cuyamaca College (or designee)
- Vice President, Academic Affairs, Grossmont College
- Vice President, Instruction, Cuyamaca College
- Vice President, Student Services, Grossmont College
- Vice President, Student Services, Cuyamaca College
- Senior Dean, College Planning & Institutional Effectiveness, Grossmont College
- Senior Dean, Institutional Effectiveness, Success & Equity, Cuyamaca College
- Dean, Student Success & Equity, Grossmont College
- Associate Dean, Student Equity & Engagement, Cuyamaca College
- President, Associated Students, Grossmont College (or student representative)
- President, Associated Student Government, Cuyamaca College (or student representative)
- Faculty representative, Grossmont College
- Faculty representative, Cuyamaca College
- Classified Senate representative, Grossmont College
- Classified Senate representative, Cuyamaca College
- Dean, Counseling Services, Grossmont College
- Dean, Counseling, Cuyamaca College Associate Dean, Student Services and Student Success & Support Program, Grossmont College
- Instructional Dean, Grossmont College
- Instructional Dean, Cuyamaca College
- Dean, Admissions & Records, Financial Aid, Grossmont College
- Director, Admissions & Records, Cuyamaca College
- Curriculum Committee Faculty Co-Chair, Grossmont College
- Curriculum Committee Faculty Co-Chair, Cuyamaca College
- Dean, Career & Technical Education/Workforce Development, Grossmont College
- Dean, Career & Technical Education, Cuyamaca College
- Director, Community and Workforce Partnerships
- Director, Enterprise Systems
- Resource Personnel: Chancellor; President, Grossmont College; President, Cuyamaca College

**Committees:** Recommendations from the following committees are forwarded to SISC:

- Academic Calendar Committee
- Workforce Training Coordinating Committee

**Meeting Schedule:** Monthly

## Academic Calendar Committee

### Charge:

To develop the annual academic calendar for review by Student and Institutional Success Council and approval by the Governing Board.

### Membership:

- Vice President, Academic Affairs, Grossmont College (Co-Chair\*)
- Vice President, Instruction, Cuyamaca College (Co-Chair\*)
- Vice President, Student Services, Grossmont College (Co-Chair\*)
- Vice President, Student Services, Cuyamaca College (Co-Chair\*)
- Vice Chancellor, Student and Institutional Success
- Dean, Counseling and Enrollment Services, Grossmont College
- Dean, Counseling and Enrollment Services, Cuyamaca College
- Instructional Operations Supervisor, Cuyamaca College
- Instructional Operations Supervisor, Grossmont College
- President, Academic Senate, Grossmont College
- President, Academic Senate, Cuyamaca College
- Student representative, Associated Students, Grossmont College
- Student representative, Associated Student Government, Cuyamaca College
- Classified Senate representative, Grossmont College
- Classified Senate representative, Cuyamaca College
- Administrators' Association representative
- California School Employees Association, Chapter 707, representative
- American Federation of Teachers Guild representative

\*The Vice Presidents will alternate both campus and role. (Example: Vice President Student Services, Cuyamaca College, will serve concurrent with Vice President, Academic Affairs, Grossmont College.)



## Workforce Training Coordinating Committee

### Charge:

The Workforce Training Coordinating Committee (WTCC) for East San Diego County serves in an advisory capacity to the Student and Institutional Success Council on matters regarding districtwide workforce training needs. The WTCC seeks to identify, support, and promote programs, policies and new training and educational initiatives designed to ensure an educated, well-trained, and highly-skilled workforce that meets the diverse needs of East San Diego County.

### Membership:

- Vice Chancellor Student and Institutional Success (Chair)
- Executive Director, Foundation for Grossmont and Cuyamaca Colleges
- Dean, Career and Technical Education/Workforce Development, Grossmont College
- Dean, Career and Technical Education, Cuyamaca College
- Senior Dean, Allied Health and Nursing, Grossmont College
- Director, Community and Workforce Partnerships
- California Adult Education Program Manager, East County Region Adult Education Consortium
- Career Services Supervisor, Grossmont College
- Career & Job Development Services Supervisor, Cuyamaca College
- Career Education Program Coordinator, Cuyamaca College
- Job Placement Case Management Specialist, Grossmont College
- Job Placement Case Management Specialist, Cuyamaca College
- Corporate College Program Coordinator, Foundation for Grossmont & Cuyamaca Colleges
- Academic Senate representative, Grossmont College
- Academic Senate representative, Cuyamaca College
- Resource Personnel: Grossmont Union High School District representative; Mountain Empire Unified School District representative; East County Economic Development Council representative; East County Chamber of Commerce representative)

# Technology Coordinating Council (TCC)

## Charge:

Recommends vision, strategy, prioritization and direction for the adoption and implementation of new and emerging technologies. Serves in an advisory capacity to the Chancellor concerning strategic policies and direction for enterprise systems and technology. The committee also provides the following:

- Recommendations for Information Technology Department regarding vision, strategy, and direction
- Recommendations for policies and strategic priorities related to enterprise systems and technology and implementation of the Information Technology Plan for enterprise systems, administrative, and instructional technology districtwide
- Communications on enterprise systems and technology status reporting to stakeholder groups and existing councils and committees
- Communication with Technology Advisory Committee (TAC) and Website Communications Committee
- Recommendations for allocation of Information Technology Department resources to specific projects.
- Provide quarterly updates to Chancellor
- Coordinate technology improvements at each site for consistency of services to students and employees

## Membership:

- Associate Vice Chancellor, Research, Planning, and Technology (Chair)
- Vice Chancellor, Student and Institutional Success
- Vice President, Academic Affairs, Grossmont College\*
- Vice President, Instruction, Cuyamaca College\*
- Vice President, Student Services, Grossmont College\*
- Vice President, Student Services, Cuyamaca College\*
- Dean, Learning & Technology Resources, Grossmont College
- Dean, Learning & Technology Resources, Cuyamaca College
- Director, Enterprise Systems
- Faculty representative, Technology Committee, Grossmont College
- Faculty representative, College Technology Committee, Cuyamaca College
- Classified Staff representative, Technology Committee, Grossmont College
- Classified Staff representative, College Technology Committee, Cuyamaca College
- Resource Personnel: President, Grossmont College; President, Cuyamaca College; Vice President, Administrative Services, Grossmont College; Vice President, Administrative Services, Cuyamaca College; Information Technology staff; and other representatives as required

\* The Vice Presidents will alternate both campus and role. (Ex: Vice President, Student Services, Cuyamaca College will serve concurrent with Vice President, Academic Affairs, Grossmont College)

**Committees:** Recommendations from the following committees are forwarded to TCC:

- Technology Advisory Committee
- Website Communications Committee

**Meeting Schedule:** Monthly

## Technology Advisory Committee (TAC)

### Charge:

- Collaborate with District Information Technology, Campus Instructional Computing Systems Departments and Campus Technology Committees regarding operational priorities and system enhancements for administrative and instructional technology.
- Establish and coordinate the work of technology-related task forces and workgroups as required.
- Recommend the allocation of district resources to specific projects.
- Provide recommendations to the Technology Coordinating Council concerning strategic planning, policies, standards, and procedures for administrative and instructional technology, including hardware and software.
- Recommend processes and prioritization related to the selection, implementation, and operation of administrative and instructional information technology.
- Assist in the development of the Information Technology Plan.
- Provide communication and consultation to constituent groups and existing councils and committees regarding administrative and instructional technology.

### Membership:

- Director, Enterprise Systems (Co-Chair)
- Dean, Learning & Technology Resources, Grossmont College (Co-Chair\*)
- Dean, Learning & Technology Resources, Cuyamaca College (Co-Chair\*)
- Vice President, Academic Affairs, Grossmont College\*\*
- Vice President, Instruction, Cuyamaca College\*\*
- Vice President, Student Services, Grossmont College\*\*
- Vice President, Student Services, Cuyamaca College\*\*
- Associate Vice Chancellor, Research, Planning, and Technology
- Instructional Design Technology Specialist, Grossmont College
- Instructional Design Technology Specialist, Cuyamaca College
- Manager, Technology Programs, Student Information Systems
- Manager, Technology Programs, Student Services, Grossmont College
- Manager, Technology Programs, Student Services, Cuyamaca College
- Senior Director, Fiscal Services
- Faculty Co-Chair, Technology Committee, Grossmont College
- Faculty Co-Chair, College Technology Committee, Cuyamaca College
- Academic Senate Student Services/Counseling representative, Grossmont College
- Academic Senate Student Services/Counseling representative, Cuyamaca College
- Academic Senate Distance Education representative, Grossmont College
- Academic Senate Distance Education representative, Cuyamaca College
- Admissions & Records representative, Grossmont College
- Admissions & Records representative, Cuyamaca College
- Financial Aid representative, Grossmont College
- Financial Aid representative, Cuyamaca College
- Student Services/Counseling representative, Grossmont College
- Student Services/Counseling representative, Cuyamaca College
- Resource Personnel: Vice Chancellor, Business Services; Vice Presidents, Administrative Services; Instructional Computing Representative, Information Technology staff; Disabled Students Programs and Services representative, Grossmont College; Accessibility Resource Center representative, Cuyamaca College; and other guests as needed

\* The Deans, Learning & Technology Resources will alternate role as Co-Chairs.

\*\* The Vice Presidents will alternate both campus and role. (Example: Vice President Student Services, Cuyamaca College, will serve concurrent with Vice President, Academic Affairs, Grossmont College.)

## Website Communications Committee

### Charge:

The college and District websites are the public face of the Grossmont-Cuyamaca Community College District. All website pages represent the District and colleges and must conform to approved design standards to ensure consistency.

The purpose of the Website Communications Committee is to maintain the integrity of the design, functionality and content of the college and District websites. The committee is responsible for overseeing the policies, standards and practices of the websites and social media for both design and content.

The Website Communications Committee reports to the Technology Coordinating Council.

### Membership:

- Director, Communications and Public Information (Chair)
- Dean, Learning and Technology Resources, Grossmont College
- Dean, Learning and Technology Resources, Cuyamaca College
- Director, College and Community Relations, Grossmont College
- Director, College and Community Relations, Cuyamaca College
- Director, Enterprise Systems(or representative), District Services
- Instructional Design Technology Specialist, District Services
- Instructional Design Technology Specialist, Grossmont College
- Instructional Design Technology Specialist, Cuyamaca College
- Academic Senate representative, Grossmont College
- Academic Senate representative, Cuyamaca College
- Associated Student Government representative, Grossmont College
- Associated Student Government representative, Cuyamaca College

## Executive Leadership

### Chancellor's Cabinet

#### Charge:

Members of Chancellor's Cabinet play a central role in executive leadership of the District. They serve as an advisory to the Chancellor on matters related to fulfilling the mission of the District and colleges and on creating an institutional culture reflecting District values of excellence, trust, stewardship, and service.

#### Membership:

- President, Grossmont College
- President, Cuyamaca College
- Vice Chancellor, Business Services
- Vice Chancellor, Human Resources
- Vice Chancellor, Student and Institutional Success

### Chancellor's Extended Cabinet

#### Charge:

Serve as an advisory to the Chancellor on administrative, policy, and procedural issues, of concern to the District and colleges, and make recommendations to the Chancellor's Cabinet regarding those issues.

#### Membership:

- President, Grossmont College
- President, Cuyamaca College
- Vice Chancellor, Business Services
- Vice Chancellor, Human Resources
- Vice Chancellor, Student and Institutional Success
- Vice President, Administrative Services, Grossmont College
- Vice President, Administrative Services, Cuyamaca College
- Vice President, Academic Affairs, Grossmont College
- Vice President, Instruction, Cuyamaca College
- Vice President, Student Services, Grossmont College
- Vice President, Student Services, Cuyamaca College
- Associate Vice Chancellor, Business Services
- Associate Vice Chancellor, Research, Planning, and Technology
- Associate Vice Chancellor, Human Resources
- Director, Human Resources (3)
- Senior Dean, College Planning & Institutional Effectiveness, Grossmont College
- Senior Dean, Institutional Effectiveness, Success, and Equity, Cuyamaca College
- Resource Personnel: Communications & Public Information Director

## Benefits Committee

### Charge:

To review the benefits provided by the District and to make recommendations, as appropriate, to the Chancellor through the Vice Chancellor Human Resources and bargaining units.

### Membership:

- Chair, Vice Chancellor, Human Resources (or designee)
  - American Federation of Teachers Guild, 2 representatives
  - California School Employees Association, Chapter 707, 4 representatives
  - Confidential Administrators, 2 representatives
  - Administrators' Association, 2 representatives
  - Confidential Staff, 1 representative
  - Retiree representatives, 2 representatives
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## References

Accreditation Commission for Community and Junior Colleges (ACCJC) [Standard IV: Leadership and Governance](#)

[Education Code-70902.7 – District and College Governance](#)

[California Code of Regulations, Title 5, \(Collegial Consultation\)](#)

- [Academic Senate \(Title 5, Sections 53200—53206\)](#)
- [Faculty \(Title 5, Section 51023\)](#)
- [Staff \(Title 5, Section 51023.5\)](#)
- [Students \(Title 5, Section 51023.7\)](#)

GCCCD board policy [BP 2510](#) Participation in Local Decision-Making

GCCCD board policy [BP 2200](#) Board Duties and Responsibilities

GCCCD board policy [BP 2430](#) Delegation of Authority to Chancellor

GCCCD board policy [BP 5400](#) Associated Student Government Associations

District [Board Policies and Administrative Procedures](#) are available on the District website under Governing Board.

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### **Governing Board Members:**

Elena Adams, Linda Cartwright, Bill Garrett, Debbie Justeson, Brad Monroe

**Chancellor:** Cindy L. Miles, Ph.D.

**Grossmont College President:** Nabil Abu-Ghazaleh, Ed.D.

**Cuyamaca College President:** Julianna Barnes, Ed.D.