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Institutional  
Effectiveness  
Council

Shared  
Governance  
Handbook

Los Angeles Valley  
College 2015-2016

## INTRODUCTION

Shared Governance was enacted as a new structure of community college governance in Assembly Bill 1725 passed by the California legislature in 1988. This process has evolved over time. Members of the college community have the authority and responsibility to make recommendations in matters impacting the college. Title 5 of the California Code of Regulations specifies the matter in which each constituent group can participate in college governance. Sections 53200, 53206 and 51203 address the Academic Senate. Section 51023.5 addresses the college staff. Section 51203.7 addresses students. The shared governance policy should be one that functions within the mandates of AB 1725, the Education Code, and Title 5 of the California Code of Regulations, Collective Bargaining Agreement(s), and the policies of the Board of Governors and the LACCD Board of Trustees.

Historically, the Los Angeles Valley College shared governance council has consisted of voting representatives from four constituencies: faculty, staff, students, and administrators. The original shared governance council, College Council, was established at Valley College in December of 1990, and originally consisted of representatives from the nine major constituencies on the campus: College President, Vice President of Academic Affairs, Vice President of Administrative Services, Academic Senate President, American Federation of Teachers (AFT) Guild Chapter Chair, AFT Staff Guild (including AFT Police Guild) Chapter Chair, Dean of Student Services, Associated Student Union President, and an elected representative from Other Classified Staff (Local 99, Trades Council, Confidential Employees, Supervisory Unit.) In the spring semester 2009, the College President formed the Big Picture Committee to examine our college planning processes, including how we integrate planning and budgeting.

Pursuant to Article 6.D of the Agreement between the Los Angeles Community College District and the Los Angeles Community College District Administrators Unit represented by Teamsters Public Professional, and Medical Employees Union, Local 911, a representative of Teamsters, Local 911 shall be a voting member of the College Council. (approved 10/23/07 by College Council and reflected in 2008-2011 and 2011-2014 Collective Bargaining Agreements). The contractual obligation to include a representative of the LACCD Administrators Association, represented by Teamsters Local 911 as a voting member of the College Council had the effect of increasing the number of voting administrators. In order to maintain the historic proportionality of voting members, it was further recommended that College Council membership increase to include, as voting members, one additional faculty member, one additional staff member, and one additional student (from 8 to 12). Based on the SEIU contract, a representative of that unit was also added as a voting seat to College Council.

Based on this work, a new committee structure was proposed and approved by College Council in spring 2010.

Los Angeles Valley College embraces a shared governance structure that consists of a primary shared governance council (Institutional Effectiveness Council or IEC), Tier 2 and Tier 3 Committees. The IEC is made up of representatives of the various constituencies of the college

according to the mandates of the AB 1725, the Education Code, Title 5, Collective Bargaining Agreements, and the Board of Trustee policies which include faculty, staff, students and administration. The composition of the IEC brings all constituencies together to participate as one body in the decision-making process in alignment and linkage with the institution's Educational Master Plan, Strategic Plan, Operational and Budgetary Master Plans, and all other plans as implemented. In addition to all planning documents, Los Angeles Valley College, through its Shared Governance structure supports the college's Mission, Vision, and Core Values:

## **MISSION, VISION AND CORE VALUES**

### *MISSION STATEMENT*

Los Angeles Valley College serves as a leader in student success, with pathways for certificates, degrees, transfer, and continuing education. We enable students to advance their education, personal development, and quality of life, empowering them to be productive and engaged members of the global community.

### *VISION STATEMENT*

College inspires, educates, and enriches our diverse community, developing critical and creative thinkers and lifelong learners.

### *CORE VALUES*

#### *Student Success and Innovation in Teaching and Learning*

The college creates a learning-centered environment that offers a broad range of academic programs and services in an atmosphere of academic freedom and collaboration responsive to students, faculty, staff, and the community. Los Angeles Valley College encourages each student to successfully complete all courses attempted, persist from term to term, and fulfill his or her educational goals.

#### *Mutual Respect, Diversity, and Access to Education*

The college promotes access to educational opportunities for all in a welcoming, supportive, and respectful environment that provides a place for critical thinking, learning, and personal growth.

#### *Resourcefulness and Environmental Stewardship*

The college strives to be effective stewards of our physical, technological, and financial resources to maximize institutional effectiveness. The college fosters sustainability and pride in our vibrant and evolving campus.

## **THE SHARED GOVERNANCE STRUCTURE**

The IEC and all of its Tier 2 and Tier 3 Committees represent the primary layers of shared governance communications at Los Angeles Valley College. IEC makes recommendations to the College President. Tier 2 Committees report to IEC. Tier 3 Committees report to Tier 2 Committees. Any Committee may form a "work group" to focus on issue-specific tasks or goals.

With the exception of a workgroup, task force or special advisory committee, all Tier 1, 2 and 3 Committees are part of the shared-governance constituency structure. The Academic Senate represents the faculty on academic and professional matters, as defined in Title 5 of the California Code of Regulations. The various unions represent the faculty, staff and administrator units on wages, hours and working conditions, and on contractual matters. The students are represented by the Associated Students Union (ASU), and have rights as defined in Title 5. Each constituent member retains all rights granted to it by state law, the Education Code, Title 5, LACCD Board rules, and negotiated Collective Bargaining Agreements. These constituent groups cannot give away such rights. Access to the IEC is available to all constituencies through their respective representatives. All actions of the Council will be communicated in the form of minutes posted on the IEC website, through the LAVC Communications Update webpage, and are available in the President's office.

In addition to the IEC, constituency groups have other avenues to bring items of mutual concern to the College President:

**Academic Senate:**

Full-time and part-time faculty members are represented in governance by the Academic Senate and the American Federation of Teachers (AFT). According to Title 5 §53200, the Academic Senate at each college assumes primary responsibility for making recommendations to the administration of the college and the Board who shall 'rely primarily' on the Academic Senate with respect to the following academic and professional matters:

1. Curriculum, including establishing prerequisites and placing courses within disciplines
2. Degree and certificate requirements
3. Grading policies
4. Educational program development
5. Standards of policies regarding student preparation and success
6. District and college governance structures as related to faculty roles
7. Faculty roles in the accreditation process, including Self Study and annual reports
8. Policies for faculty professional development
9. Processes for program review
10. Processes for institutional plans and budget development
- +1. Other academic and professional matters as mutually agreed between the governing board.

At Los Angeles Valley College, the Academic Senate has the following reporting committees: Curriculum, Professional Development and Academic Rank. The Educational Planning Committee and the faculty hiring prioritization portion of the Program Effectiveness and Planning Committee's charge, both Tier 2 Committees under IEC, are under the auspices of the Academic Senate. In addition, any Tier 2 Committee motion that is related to 10 + 1 (Title 5 §53200) is submitted both to the Academic Senate and IEC for approval. If the motion only impacts faculty, the motion is only approved by the Senate and then presented to the IEC as an informational item. However, any Tier 2 Committee motion with potential cost implications is required to be submitted to the IEC for approval.

**Collective bargaining units:**

Collective bargaining units, including the AFT Staff College Guild, Los Angeles/Orange Counties Building and Construction Trades Council, Los Angeles City and County Schools Employees Union, and Supervisory Employees Union, conduct elections to appoint classified staff to district and college governing councils. The California Teamsters Public, Professional and Medical Employees Union conducts elections to appoint administrators to district and college governing councils.

**Students:**

Students at each college are represented by an Associated Student Union (ASU), which monitors student needs, keeps students informed on student-related issues, and promotes cultural, social, and leadership opportunities for all students. The President regularly consults with the administration from Academic Affairs, Student Services and Administrative Services divisions on campus issues.

**THE INSTITUTIONAL EFFECTIVENESS COUNCIL (IEC)**

Mission Statement: The Institutional Effectiveness Council oversees, coordinates and assesses long-term planning and budgeting for the College as a basis for effective and informed decision-making.

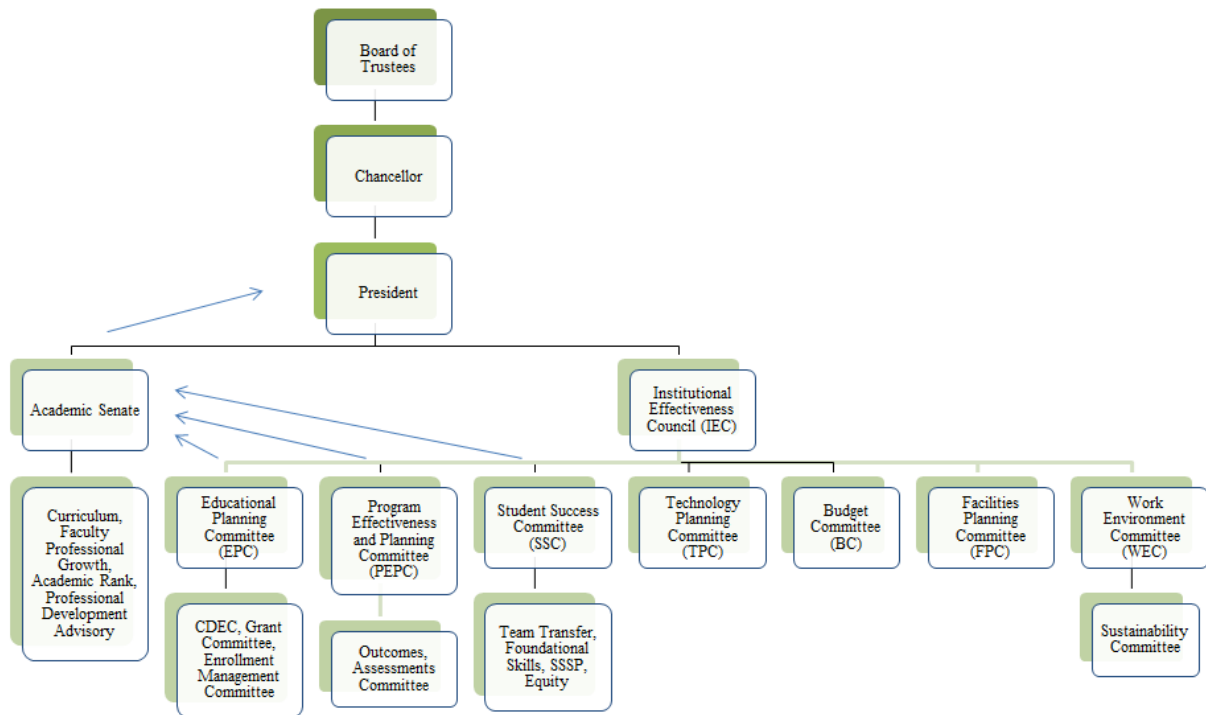
Overview of the Process: As the College's primary shared governance body, and through shared governance, IEC's role is to ensure that major institutional operational, budgetary, strategic and educational plans are properly vetted at this level. For issues of planning and fiscal management, IEC follows the process set forth in this Handbook and forwards its recommendations to the College President. Members of the LAVC community are encouraged to bring items of college-wide concern to the IEC through their constituency representative or through the appropriate Tier 2 or Tier 3 committee structure. When items for discussion or motions are brought to the IEC, it will accept the proposal, amend the proposal, send the proposal back to, or reject the proposal. In conjunction with the College President, IEC also monitors the progress of its recommendations to the College President to ensure timely resolution of its recommendations whether they are granted, denied or returned for additional information.

Responsibilities:

- \* Through Shared Governance, IEC makes recommendations to the College President reflecting the views of the campus community constituencies on matters relevant to the College's Mission, Core Values, Vision and internal operations. The goal of the Shared Governance process is to bring together all constituent groups, participating in planning and decision-making as one collegial body. IEC recommends the development of college-

wide policies and practices to the College President for decision-making.

- \* IEC is responsible for ensuring that the work of Tier 2 and Tier 3 Committees implement the Mission, Vision, and Core Values of the College.
- \* IEC is responsible for overseeing the college's planning and budgeting processes, ensure that the college meets ACCJC accreditation standards, and oversee and assess the strategic direction of the College.
- \* IEC is responsible for overseeing the college's budgetary and operational planning processes, coordinating and assessing the strategic direction of the College, including reviewing and meeting the objectives of the Educational, Technology and Facilities Master Plans on an annual basis, and ensuring that the college meets and maintains ACCJC accreditation standards.
- \* IEC is responsible for using its best efforts to ensure that regardless of budgetary restraints, the college budget supports the Educational Master Plan, the college's primary planning document, linking budget realities with college planning.
- \* IEC is responsible for ensuring active communication from Tier 2 and Tier 3 Committees in terms of providing monthly reports and Committee Chair and Committee evaluations.
- \* IEC reviews committee goals annually at the shared governance retreat. As part of the review process the IEC develops preliminary goals for the following year. Goals are formally considered by the IEC by the end of September. If committees or the IEC modify goals, they must notify the IEC formally within 30 days of the action.



**Evaluation and Assessment Cycle.** Evaluation of Decision-Making Structure and Procedures in the formal assessment, the IEC, its standing committees and workgroups collaborate to gather feedback about the planning and decision-making processes on an ongoing basis. Modifications can be considered by the Council at any point throughout the year via formal motions by council members or IEC workgroups. The evaluation process culminates at the annual shared governance retreat in June and may include recommended revisions to one or more of the components in the college’s model of integrated planning and decision-making process. All approved revisions are documented with revisions to the Shared Governance Handbook. Evaluation of the structure consists mainly of evaluating the committees, the chairs and its members.

**Evaluation Workgroup: function and triggers.** The Evaluation Workgroup will convene at least two times a year to review and assess Tier 2 committee self-evaluations. The workgroup meets at the start of each calendar year to review fall self-evaluations, and in early summer to assess spring self-evaluations. Additional responsibilities of the workgroup will include reviewing major changes to the Shared Governance Handbook; addressing issues brought to the workgroup by committees or constituencies; examining planning initiated by any constituency; evaluating committee or institutional processes; and bringing motions and/or recommendations to the IEC. The Evaluation Workgroup may be convened for any of the abovementioned functions, or at the request of IEC.

## **INSTITUTIONAL EFFECTIVENESS COUNCIL MEMBERSHIP**

Selection. The four (4) constituency groups who participate in IEC's shared governance structure are administrators (vice presidents and deans), faculty, classified staff and students. The College President is an Ex Officio, non-voting member of the Council. Resource Members are non-voting and may include a representative from the Budget Office, Public Information Office, the Accreditation Liaison Officer, Institutional Effectiveness Office, or other interested parties who are invited as Resource Members. IEC Members are either appointed by position or by constituency.

IEC Membership. There are sixteen (17) voting members of the Institutional Effectiveness Council as follows:

### **FACULTY**

- Academic Senate President or designee
- AFT 1521 - Faculty Guild President or designee
- Educational Planning Committee (EPC) Chair
- Facilities Planning Committee (FPC) Chair
- Program Effectiveness and Planning Committee (PEPC) Chair
- Student Success Committee (SSC) Chair
- Technology Planning Committee (TPC) Chair
- Work Environment Committee (WEC) Chair

### **STUDENTS**

- ASU Representatives (2)

### **CLASSIFIED STAFF**

- SEIU 721 - Classified Supervisors Representative
- Building and Trades - Crafts / SEIU 99 - Operations Representative
- AFT 1521A - Staff Guild Chapter Chair or designee

### **ADMINISTRATION (Dean Unit)**

- LACCD Administrator's Unit/Teamsters Local 911 Representative

### **SENIOR ADMINISTRATION**

- Vice-President of Academic Affairs or designee
- Vice-President of Student Services or designee
- Vice-President of Administrative Services or designee

## **COMMITTEE ORDER OF BUSINESS**

Agendas. Agendas must be circulated at least three working days in advance to members and posted on the appropriate website. Action items appearing on any agenda must be clearly stated. Agendas should include:

- Date, time, and location of meeting



- Names of members
- The committee or council mission statement
- The LAVC Mission Statement
- Approval of previous meeting minutes
- Reports (from subcommittees, workgroups and constituency groups)
- Future meeting dates.

Minutes. Minutes must be kept for all committee and IEC meetings. Any handouts passed out during the meeting must be included in the minutes. Minutes should include:

- A listing of members present, members absent, and guests present
- Summaries of reports given
- Decision or action taken on all action items, who is responsible, and when

Minutes must be approved at the next meeting of the committee or IEC. Minutes should be posted on the web as soon as they are approved. In general, minutes are a good tool for facilitating communication between the Council, its subcommittees and constituency groups. Minutes should be distributed to members with enough time to allow them to read and request changes or edits. This provides the members an opportunity to provide input into the minutes. See Appendix N for the Minutes template. Within five business days, the Chair will submit a summary of actions taken to the President's Office for posting on the LAVC Communications Update website.

## **INSTITUTIONAL EFFECTIVENESS COUNCIL MEMBER RESPONSIBILITIES**

Attendance. Attend all meetings in accordance with attendance policy. Any voting member who has two (2) unexcused absences in an academic semester, or three (3) within an academic year without sending a substitute, is subject to being replaced. Unless a member gives reasonable notice to the IEC Chair prior to the meeting, and provides a compelling reason (such as a sudden emergency situation) for failing to arrange for an alternate representative to attend the meeting in question, the absence will be considered unexcused. In addition, a voting member who has excessive excused absences may also be replaced. If the member in question is on the committee by position, his or her supervisor should be notified by the committee chair of excessive absences.

Preparation and Participation. Members are expected to prepare by reviewing all circulated documentation ready to participate, and be engaged in a mutually respectful and collegial manner. Members are encouraged to volunteer on workgroups as needed.

Constituency Representation. Constituency members are expected to carry concerns from the constituent group, provide constituents feedback on issues of mutual concern, and participate in self-evaluation and assessment processes.

Member Term Limits. Members are selected for a two-year term. Each constituency group is

encouraged to develop their own policies for term limits and for selecting and replacing council members.

Quorum for IEC. A quorum for IEC consists of at least 11 of the 16 members.

Substitute Voting for IEC. A substitute for a voting member is conditionally allowed. Condition #1: The substitute must be a member of the voting member’s constituency group. Condition #2: Notice of the substitution and the name of the substitute must be given to the IEC Chair within a reasonable time before the scheduled meeting date. Both conditions must be satisfied. Substitutes are not allowed to vote in IEC Chair elections.

Voting for IEC. All voting must be public and no secret ballots or proxy votes are allowed. The College President is an Ex Officio, non-voting member of the Council. Resource Members are non-voting. A motion passes if at least two-thirds of the members present are in support of the motion according to the following chart:

IF ____ Members present	Members need to Pass Motion
11	8
12	8
13	9
14	10
15	10
16	11
17	12

## **INSTITUTIONAL EFFECTIVENESS COUNCIL MEETINGS**

Meeting Structure. The IEC meets once monthly with a second meeting date occurring monthly as needed. In June, the College hosts an Annual Retreat for the IEC, its Tier 1 and Tier 2 Committees, and all other interested parties. The Annual Retreat is considered to be a regular meeting necessitating a quorum should any voting be done. The overall purpose of the Annual Retreat allows all IEC members, and other interested parties, to engage in meaningful dialogue to review and evaluation the prior year’s work, set goals for the next year, vote on Handbook

revisions if needed, and conduct the business of the IEC. The IEC chair, with input from its constituents, sets the agenda for the Annual Retreat. Action items appearing on any agenda must be clearly stated. Minutes must be kept for all Tier 2 and Tier 3 Committee and IEC meetings. Any handouts passed out during the meeting must be kept with the minutes.

### **IEC Motions – Step-by Step:**

1. Send Motion Form with Cost Analysis Request Form to the IEC Chair at least one week in advance of the IEC meeting. The IEC Chair will determine if a cost analysis is needed. If so, the IEC Chair will forward the request to the Budget Office for cost analysis. The motion requestor should be available to address any concerns and/or questions at the IEC meeting.
2. Once the form has been completed, the Budget Office should email Motion Form with Cost Analysis to the motion requestor and the IEC chair. Both documents need to be emailed to the IEC Chair by 6PM the Wednesday before the next scheduled IEC meeting. Motions with potential financial implications cannot be considered at IEC without Budget Office cost analysis completion.
3. The IEC Chair circulates the agenda and other attached items. The IEC Chair forwards the agenda to IEC Committee Members by 6PM the Thursday or at least three working days before the scheduled IEC meeting.
4. If a motion is approved, the IEC Chair sends the recommendation to the College President for approval. Chairs of Tier 2 committees also forward any motion that impacts 10 + 1 (Title 5 §53200) to the Senate (see Senate Interaction, page 4).

Recommendations to the College President. Through IEC, recommendations are made directly to the College President. The IEC is structured to serve as the primary recommending body to the College President on the establishment of policies within the scope of the Council and its Tier 2 and Tier 3 Committees. The Council does not develop policy. Recommendations for new or improvements to existing college policies funnel from Tier 2 and Tier 3 Committees, Conference Committees, workgroups, or task forces.

President's Decision. Once a recommendation from IEC is forwarded to the College President, the President, (preferably by the next IEC meeting), can accept the recommendation, reject the recommendation, amend the recommendation, or return the recommendation back to IEC for clarification and/or the need for more information. However, if the College President rejects or amends a recommendation from IEC, she or he, shall provide IEC the rationale, in writing, for the amendment or rejection. The President's office is responsible for maintaining a tracking log of all IEC approved motions and accompanying documentation and for reporting his or her progress on final approvals.

Accreditation and Planning Agenda Items. College planning, operational, and budget reports shall be presented to the IEC Chair for distribution in a reasonable time so that IEC members can

adequately review the material and prepare for discussion. Any College planning, operational and/or budget/progress reports reasonably related to accreditation matters shall be presented in the same manner. The Accreditation Liaison Officer (ALO) should keep the IEC Chair informed of all matters of concern related to the College's accreditation status.

Accountability Reporting. IEC should regularly monitor campus fiscal accountability and institutional effectiveness indicators. Key information for institutional effectiveness and accountability reporting is provided by the appropriate Tier 2 and 3 Committee chairs. Among the reports reviewed by IEC, the scorecard report shall also be presented to IEC each year for discussion. All IEC feedback shall be reflected in the Minutes and provided to the Dean of Institutional Effectiveness and Planning for final approval by the College President.

The college reports out annually to the LACCD Board of Trustees on indicators of institutional effectiveness and accountability scorecard, College Effectiveness Report (CER), Strategic Self-Inventory, EMP implementation, strategic plan alignment, and accreditation status.

## **INSTITUTIONAL EFFECTIVENESS COUNCIL CHAIR ELECTION, TERM OF OFFICE, AND RESPONSIBILITIES**

Election, Eligibility and Declaration of Candidacy. All current voting members of IEC are eligible to run for chair. In the year of the election, at the March meeting of the council, a noticed motion shall be made announcing the election to be held in May. At the April meeting in the year of the election, all interested voting member(s) shall present a written statement declaring his/her candidacy to the council during the regular meeting. If no one chooses to run for council chair, the College President, in consultation with the current council chair, shall appoint a member of the council to serve. The IEC Chair appointment is confirmed by the IEC at the Annual Retreat.

Term of Office. The term of office shall be for two years from July 1 (year 1) to June 30 (year 2). In the event a chair does not complete the term of office, a new chair shall be elected to serve for the remainder of the unexpired term. In such a case, the timelines below will be adjusted accordingly.

Voting Procedures. In the year of the election, the election shall be conducted at the May meeting. There must be a quorum, voting shall be public, no proxy or substitute voting is allowed. Only those council members present at the meeting are eligible to vote. If the current chair is running for re-election, a non-candidate member of the council shall conduct the election. The non-candidate member may also vote. In case of a tie, the candidate with the fewest number of votes shall be eliminated and voting shall continue until one candidate receives majority votes. In the event there is a tie between two candidates, the selection shall be determined by lot during the meeting.

## Chair Responsibilities

- The IEC Chair shall have the same basic responsibilities as Tier 2 Committee Chairs.
- Responsibility for setting the agenda and noticing members at least three working days in advance.
- Responsibility for managing the meeting to ensure all agenda items are covered in a timely fashion.
- Responsibility for consulting with College President in terms of tracking IEC recommendations.
- Responsibility for conducting yearly IEC evaluation and ensuring Tier 2 and Tier 3 Committees have goals and evaluations completed.

## **IEC TIER 2 AND TIER 3 COMMITTEE STRUCTURE**

Tier 2 and Tier 3 membership is by constituent group specified in the Membership Chart (see page 22). Except where appointed by position, Tier 2 membership shall be selected as follows.

- Administrative council members will be selected by senior staff.
- Faculty – The Chairs and Directors members on PEPC and EPC will be selected by that group. All other faculty members will be selected jointly by the Academic Senate and the AFT Faculty Guild.
- Staff – The council seats that are specified as belonging to specific collective bargaining units shall be filled by those respective units. All other staff council members will be selected by the staff collective bargaining units in consultation with each other.
- Students – All student members will be selected by the ASU Executive Council.

Overview. Tier 2 Committees report upward to IEC and Tier 3 Committees report upward to their Tier 2 Committee. Tier 2 Committees create their own mission and goals statements, generally have multiple responsibilities, have a larger and more formalized shared governance membership, elect Chairs by simple majority, hold regular meetings, and are responsible for self-evaluations and assessments as applied to their goal statements. Collaboratively, Tier 2 Committees are expected to craft Mission and Goal Statements, Charters for IEC validation and the basis for IEC evaluation. Tier 3 Committees are generally more informal, can create their own Charter, mission and goals statements, do not have a strict shared governance membership, can elect Chairs by simple majority, may or may not have regular meetings, but are responsible for self-evaluations and assessments if they have written goals.

\* Program Effectiveness and Planning Committee [PEPC] Purpose: facilitate the Program Review and Planning process, including the review of annual plans, comprehensive program reviews, the student learning outcome assessment cycle, and assessment of program viability and faculty hiring. PEPC's long term goals are to aid and support departments in both the individual and collective activities undertaken for the improvement of the instructional program in accordance with the

Educational Master Plan and college mission. The Outcomes Assessment Committee reports to PEPC.

\* Educational Planning Committee [EPC] Purpose: Oversee the writing and implementation of the Educational Master Plan. EPC oversees enrollment issues (e.g., trends and scheduling) in accordance with the Educational Master Plan and college mission. The Grants, Enrollment Management, and Distance Education Committees report to EPC.

\* Student Success Committee [SSC] Purpose: Support academic and student support programs in accordance with the Educational Master Plan and college mission. The committee supports efforts among the multiple services provided to students and communicates with the other campus groups. SSC reviews the support available, sets priorities and makes policy recommendations to the Institutional Effectiveness Council. The SSSP, Equity, Foundational Skills, and Team Transfer Committees report to SSC.

\* Technology Planning Committee [TPC] Purpose: Provide vision, leadership, planning and coordination for campus-wide computing, telecommunications, and technology in general. Make recommendations to the Council and the college President on computing systems and services, campus network and applications, accessibility and other technology issues as they arise. Develop and implement a comprehensive long-range technology plan addressing the computing and technology needs of the college through the next few years, including: computer systems and services, network development, equipment and training needs, institutional telecommunications and instructional technology applications. Make funding recommendations based on a review of the annual Technology modules.

\* Work Environment Committee [WEC] Purpose: To review space utilization and work environment matters and make recommendations to support a healthy, safe, and effective work environment. The Sustainability Committee reports to WEC.

\* The Facilities Planning Committee [FPC] Purpose: To provide direction, planning, guidelines, identify problems and implement initiatives that concern the major maintenance and repair and new construction of our college facilities to achieve the “LAVC Facilities Plan Goals.” The committee reviews and makes recommendations to IEC for final recommendation to the President concerning the Scheduled Maintenance Plan; District Deferred Maintenance Program; Energy Projects (e.g. Prop 39); and Alterations and Improvements projects exceeding \$100,000. Additionally, the committee identifies facility projects that are critical to the operation of the college and provides recommendations to IEC.

Tier 2 Committee Eligibility and Declaration of Candidacy. All IEC Tier 2 Committees are chaired by a faculty member. All faculty members on the committee are eligible to run for chair. At the March meeting in the year of the election, a noticed motion shall be made announcing the election to be held in May. At the April meeting in the year of the election, all interested member(s) shall present a written statement declaring his or her candidacy to the committee during the regular meeting. If no committee member submits his/her intention to run for committee chair in writing at the April meeting, nominations shall come from the floor at the May meeting, and the election shall

proceed as described under Voting below. If no one chooses to run for committee chair, the Chair of the IEC, in consultation with the current committee chair, shall appoint a member of the committee to serve.

**Tier 2 Committee Term of Office.** The term of office shall be for two years from July 1 (year 1) to June 30 (year 2). In the event a chair does not complete the term of office, a new chair shall be elected to serve for the remainder of the unexpired term.

**Tier 2 Committee Election Voting.** In the year of the election, the election shall be conducted at the May meeting. All voting shall be public. Only committee members present at the meeting are eligible to vote. There are no proxy votes for chair elections. If the current chair is running for re-election, a non-candidate member of the committee shall conduct the election. The non-candidate member may also vote. In case of a tie when more than one candidate is running, the candidate with the fewest number of votes shall be eliminated and voting shall continue until one candidate receives a majority. In the event there is a tie between two candidates, the selection shall be determined by lot during the meeting. Results of the election shall be reported to the IEC at the next meeting or at the Annual Retreat.

**Tier 2 Committee Election Disputes.** Any disputes regarding the election process shall be forwarded to the IEC to be addressed at a June meeting or at the Annual Retreat.

**Tier 2 Committee Chair Recall and Removal.** If it is determined that a committee chair has two (2) unexcused absences to IEC meetings, or is not fulfilling his or her duties as chair, the IEC can vote to direct the Tier 2 committee to hold an election to replace him/her. The motion to direct the Tier 2 Committee is called a *Motion for a Special Order of Business*, must be seconded, is debatable, and requires a 2/3 vote to pass. The chair under removal shall have an opportunity at the IEC meeting to respond prior to the IEC vote.

**Recall Election during Tier 2 Committee Meeting.** A committee chair may be recalled by a 2/3 vote of that committee. This recall election may be instituted by a petition signed by 40% of that committee and filed with the IEC Chair. The reasons for recall must be stated in writing. The Chair shall have an opportunity at the committee meeting to respond to the reasons for recall before voting takes place. The vote shall be conducted by the IEC Chair at a special Tier 2 Committee meeting within three (3) weeks of the filing of the recall petition.

**Changes to Committee Representation.** In the event that a Tier 2 Committee determines that its representation should be modified, the Chair of the Committee should bring a recommendation forward to the IEC in the same way that other recommendations are brought before the IEC.

**Quorum for Tier 2 & Tier 3 Committees.** A quorum consists of a majority of the voting members. A motion passes if a majority of those present vote in favor of the motion.

**Absences.** Because of the importance of all college constituencies being represented effectively in the shared governance process, members of the IEC, or its Tier 1 and Tier 2 Committees, are expected to attend all regular meetings. Any voting member who has two (2) unexcused

absences in an academic semester, or three (3) within an academic year without sending a substitute, may be replaced. Unless a member gives reasonable notice to the IEC or Tier 1 or Tier 2 Chair prior to the meeting, and provides a compelling reason (such as a sudden emergency situation) for failing to arrange for an alternate representative to attend the meeting in question, the absence will be considered unexcused. In addition, a voting member who has excessive excused absences may also be replaced. If the member in question is on the committee by position, his or her supervisor should be notified by the committee chair of excessive absences.

Chair and Member Responsibilities. It is everyone's responsibility to work toward achieving the Mission, Vision, and Strategic Goals of the College. Additionally, the chairs and members of committees are responsible for ensuring a continuous flow of communication regarding decision making from the College President, the Council, committees, constituency groups, and the campus at large.

### **Chairs:**

- Prepare and distribute the agenda to membership at least three working days before the meeting.
- Report to IEC on the status of action items.
- Make arrangements for all meetings (e.g., location, time and date for special meetings, rescheduling meetings cancelled due to holidays).
- Hold meetings once a month during the fall and spring semesters in accordance with the LAVC meeting calendar. Tier 2 Committees who do not hold monthly meetings are subject to a viability study to determine whether the group is a Tier 2, Tier 3 or Workgroup.
- Review IEC/Committee Mission Statement annually with membership.
- File an annual report to the IEC summarizing trends and activities based on committee responsibilities.
- Facilitate the regular assessment of IEC/Committee and chair effectiveness and submit summary report to the appropriate body annually.
- Attend related District meetings.

### **Members:**

- Come prepared to meetings having reviewed all circulated documentation, ready to participate, be engaged, respectful, and actively involved in the process, carry concerns from the constituent group, and participate in self-evaluation and assessment processes.



- Report back to the constituent group or other subcommittees, items of importance discussed and/or actions taken in IEC/subcommittee.
- Volunteer on workgroups.
- Attend all IEC or Committee meetings or send a substitute as needed.
- Submit motion form and validated Cost Analysis Request to IEC and forward motion to the Senate if appropriate. A Cost Analysis Request must be submitted to the Budget Office and completed cost analysis must be attached to all Motions. IEC Chair to circulate and forward any Motion(s) and any attachments/documents, with the agenda, to College President.
- Facilitate the setting and monitoring of measurable annual IEC/Committee goals that correspond to the College Mission, Strategic Plan, and IEC/Committee mission.
- For Workgroup Leaders, convene workgroups, keep notes/minutes, and report recommendations to the parent Committee to ensure accomplishments of set goals.
- Other responsibilities as specified in Collective Bargaining Agreements (if applicable).

### **President's Office**

- Maintain Committee website (agendas, minutes, policies, meetings) and submit actions taken by the Committee to LAVC Communications Update for posting on the college website.
- Maintain Committee minutes for distribution to IEC and Committee members, and retain documents for IEC and ACCJC accreditation standards.

### Communications

- The President's office will ensure minutes are taken and posted with the agenda on the college web site. Additionally, a summary of actions will be recorded for use in committee self-evaluations as well as a campus-wide communications update.
- Internal communication within committees will take place on separate, private committee SharePoint sites, designed for collaborative work and as a repository for drafts of agendas and minutes awaiting approval. Site administration will be overseen by the Webmaster and the President's office.
- Information regarding shared governance committees may be found on the following web sites:
  - <http://www.lavc.edu/iec/index.aspx>
  - <http://www.lavc.edu/epc/index.aspx>
  - <http://www.lavc.edu/Committees-Workgroups/FPC/Facilities-Planning->

[Committee.aspx](#)

- <http://www.lavc.edu/pepc/index.aspx>
- <http://www.lavc.edu/ssc/index.aspx>
- <http://www.lavc.edu/techcommittee/index.aspx>
- <http://www.lavc.edu/wec/index.aspx>

## **WORKGROUPS:**

Overview. In keeping with our guiding principle, solving subject matter specific issues and concerns can be addressed and resolved by forming smaller, more task-focused workgroups. Workgroups can be formed as part of a Tier 1, Tier 2 Committee, or IEC itself. Tier 2 and Tier 3 Committees.

Formation. A workgroup typically has a smaller membership and may choose not to hold regular meetings. Workgroup membership is determined on a case-by-case basis. However, workgroups should ideally consist of four to six members. It is recommended that workgroup membership include members outside of the reporting committee or IEC whenever possible. Vice Presidents are not eligible to chair workgroups, though they may be members. Workgroup participants, findings, and recommendations, should be summarized when reporting out to their corresponding Tier 2 or Tier 3 Committee.

Workgroup Leader Responsibilities:

- Make arrangements for all meetings (e.g., location, time and date).
- Circulate all materials needed for meetings.
- Report back to IEC/Committee with summarized findings, recommendations and/or requested analysis, and remain in communication regarding progress or additional anticipated or unanticipated issues that may arise.

## **COMMITTEE GOALS:**

For shared governance committees and the IEC, goals are set in the early fall and reported out at the annual retreat. Ideally, committees confirm and forward goals to the IEC by the first October meeting. Committees use the Committee Self-Evaluation form to evaluate the status of their goals annually. As part of the process, committees must evaluate the status of actionable improvement plans charged to the committee. The form must be submitted to IEC by the end of May for the evaluation process. The status of committee goals is reported out annually at the shared governance retreat.

IEC reviews committee goals annually at the shared governance retreat. As part of the review process the IEC develops preliminary goals for the following year. Goals are formally considered by the IEC by the end of September. If committees or the IEC modify goals, they must notify the IEC formally within 30 days of the action.

## **BUDGET AND ACCOUNTING:**

Overview. The Campus Budget Office (CBO) has responsibility and overview of the College operating budget and the process by which funds are acquired, allocated and utilized. The focus of the campus budget process is on “core” funds provided by the State or generated by the College. The campus budget process typically takes place during the period of November through August using the Budget Planning Calendar prepared by the District Office. The Los Angeles Community College District budget is based on a yearly allocation distributed by the State Chancellor’s Office. California Community Colleges state apportionment is primarily driven by the Full-Time Equivalent Student (FTES) workload measure. The District Office prepares the fiscal year Budget Development Calendar. Los Angeles Valley College then initiates its own budget development process. The District Budget Development Calendar is reviewed by the District Budget Committee and adopted by the Board of Trustees.

Following the Board’s adoption of the District Budget Development Calendar, the LAVC Budget Office, in consultation with the vice presidents, prepares the LAVC Budget Calendar for the fiscal year. The District Office provides the nine college presidents with salary projection data which help determine much of the base budget. The Governor proposes the state budget that serves as the initial blueprint for projecting the allocation for the coming fiscal year. The Proposed Preliminary Allocation is developed by the District Budget Office and reviewed by the college presidents and the District Budget Committee. The Governor reports on revised revenue projections and adjustments to the proposed state budget (*May Revise*). The District Budget Committee reviews the *May Revise* and is briefed on the District Tentative Budget. The open period for making adjustments that result in a District Tentative Budget closes. Following adoption of state budget, the District Budget Office makes additional revisions to revenue projections and allocations. The Board of Trustees normally adopts the Final District Budget at its September meeting.

The Budget Office prepares the proposed resource allocation package and presents it to the IEC for consideration and recommendation for approval. Budgetary considerations shall align with the College’s primary operational and educational plans. After a review period, during which the District Budget Office consults with their respective financial officers, the District makes its recommendations to the Chancellor and the Board of Trustees for final approval. All information on incremental allocations to the campus shall be shared with the IEC. The campus budget process shall be transparent and an open process developed and modified over time by consensus from all stakeholder constituency groups. This approach provides a framework that facilitates planning and institutional effectiveness. Please see the Budget and Planning Chart at <http://www.lavc.edu/budgetoffice/budgetmain/budget.aspx>

The Budget Committee is a Tier 2 committee that advises IEC on issues related to the budget. Its primary purpose is to strategically guide fiscal planning and the development of procedures, policies, guidelines, timelines, and evaluation metrics for determining allocations and or reductions of budget expenditures. The Budget Committee also recommends budget policies and adjustments to the budget development process and develops policies that link resource allocation with the planning agenda presented in the Educational Master Plan.

The budget development process effectively links resource allocation to planning and provides a general timeline toward achieving that goal. The Annual Modules are the central vehicles through which planning and budget are connected. Each year, every unit submits a plan detailing unit activities and future goals related to the Educational Master Plan and the efforts made to respond to the unit's comprehensive program review recommendations. All requests for staffing, equipment, and additional resources required for those unit activities are identified in the unit's Annual Modules. Thus, the Annual Modules are an integral part of the college's budgetary processes.

Department chairs and unit managers submit the Annual Modules, including requests for positions, equipment, and increases to their base budget for the upcoming fiscal year. The Program Effectiveness and Planning Committee's Hiring Prioritization workgroup uses the Annual Modules to develop a faculty hiring prioritization list. Following presentations by department chairs, a prioritized list for hiring faculty for new or replacement positions is created. The Academic Senate reviews the recommendations and prepares and submits the final faculty prioritization list to the president. The college president shares the list of approved positions to the IEC.

Based on the College's various plans, goals, and annual modules from those units within their division, the Vice Presidents prioritize requests for equipment and additional permanent classified staff and administrators.

To complete each year's budgeting process, the top ten prioritized requests as linked to unit goals from each of the College's divisions (based on program review annual plan modules) are presented for the allocation of over-base resources. The Budget Committee prioritizes requests using a rubric created for this purpose. The Budget Committee then reports to the IEC who will review and recommend the prioritization to either augment next year's budget accordingly, ensuring that the augmentation does not impact the overall, Multi-Year Balanced Budget Plan or provide a planned ranking of priorities if additional funding becomes available.

Planning recommendations from Tier 2 Committees that involve expenditures are forwarded to the Budget Office for fiscal analysis prior to being considered by the IEC. The Cost Analysis Request should be forwarded to the Budget Office within three working days of the meeting where the recommendation was made. The form is also sent simultaneously to the IEC Chair for additional input. The intent of this financial analysis is to provide a cost analysis before recommendations are made to show possible fiscal impacts. The IEC considers the EMP, the fiscal analysis and evaluates the strengths and weakness of all motions aligned with the EMP and budget impacts of the recommendations. Planning and budget are linked at the IEC when it considers both the proposed plan and the corresponding budget impact analysis.

## **THE HANDBOOK AS A LIVING DOCUMENT**

This Handbook is a living document and as such, can and should be changed when the need arises. It serves to provide the tenets of the shared governance process at Los Angeles Valley College in terms of how decision-making happens. The Handbook sets the protocols and policies for how shared governance operates, provides the institutional expectations and responsibilities for how constituent Committee Members and other stakeholders should perform, illustrates the

college's shared governance structure and relationship with the LACCD Shared Governance Planning and Operation Committees, and provides the institution with a global picture of how planning operational decisions impact the goals of the Educational Master Plan, Operational Plans, and budgetary issues. Proposed changes to this Handbook are encouraged throughout the year so that broad and open discussions can take place. Revisions to this Handbook, if any, can be discussed at any time and substantive changes shall be discussed during each regularly scheduled May meeting and voted upon at the Annual Retreat.

**Council & Subcommittee Membership 2015-2016**

CONSTITUENCY		IEC	EPC	FPC	PEPC	Student Success	Technology	WEC	Budget	Constituency Total
<b>Faculty</b>		<b>8</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>4</b>	<b>46</b>
	AFT Faculty Guild and Senate Presidents or designees	(2) AFT, Senate		(2) AFT, Senate						
	AFT/Senate Reps							7		
	Chairs & Directors		1	1	1			1		
	By Position	(6) Chair EPC, Chair FPC, Chair PEPC, Chair SSC, Chair TC, Chair WEC	Senate Executive VP**, DE Coordinator	WEC Chair	(2) Chair VCCC, Chair OAC		(1) DE Coordinator	(1) SSD Counselor		
	General		4	3	3	4	4		4	
<b>Staff</b>		<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>20</b>
	AFT 1521a	1	1	1	1	1	1	2	1	
	SEIU 721	1		1				1		
	Building & Trades-Crafts or SEIU 99	1		1				1		
	By Position						(1) Web Designer			
	General		1		1		1		1	
<b>Administrators</b>		<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>31</b>
	Vice Presidents		(1) Academic Affairs						(3) Academic Affairs, Administrative Services, Student Services	
	Teamsters 911	1							1	
	By Position		(1) Dean Academic Affairs	Director of College Facilities	(1) Dean, Institutional Effectiveness		(2) SSD Associate Dean, Manager, College Information Systems	(1) Director of College Facilities		
	Student Services rep	1	1	1	1	1	1	1		
	Administrative Services rep	1		1	1	1	1	1		
	Academic Affairs rep	1		1	1	1	1	1		
	General (non-Senior Management)									
<b>Students</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>9</b>
	ASU rep	2	1	1	1	1	1	1	1	
<b>Total Committee Membership</b>		<b>17</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>9</b>	<b>14</b>	<b>18</b>	<b>11</b>	<b>106</b>
<b>Ex Officio &amp; Resource Members</b> (Non-voting)										
		College President	Dean, Institutional Effectiveness	SSD Representative					College President	

\* Members appointed by constituency unless designated by position. Additional membership of workgroups and Tier 3 committees is not reflected here. Visit committee sites for more information and member lists.