Planning and Governance

Skyline College

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Message from the President

Empowering and transforming the lives of a global community of learners requires a level of governance and planning that reflects the students-first philosophy. We engage in this process at Skyline College with mutual respect between all constituencies and appreciation for the diversity of perspectives and ideas, histories and experiences, cultures and abilities. We believe our students' success is inextricably linked to our success in governance and planning so the best decisions are made at the optimal times to serve the students in their educational journey.

Shared governance and planning are guided by the college mission, vision, values and goals. If successful, it results in the accomplishment of the institutional learning outcomes and strategic priorities. Shared governance and planning is designed to facilitate broad based participation that fosters innovation and collaboration. The result is outstanding programs and services for the Skyline College community.

This manual serves to facilitate the transparency and communication so valued at Skyline College. While there are both formal and informal ways of providing input into the governance and planning processes, it is designed for the entire college community will get engaged in some way, either directly, through their representatives or through informal communications with colleagues. It all helps. It all makes for the best ideas, which is important because the community and the students are counting on us.

About Skyline College

Skyline College opened in 1969 as part of the San Mateo County Community College District. Located on a 111-acre site overlooking the Pacific Ocean just south of San Francisco, Skyline College offers world-class educational opportunities to residents from North San Mateo County and beyond.

Over 10,000 students enroll in a broad range of affordable day, evening, weekend and online courses. Many students complete lower division general education requirements at Skyline College and then transfer to four-year colleges and universities to earn a bachelor's degree. Other Skyline College students graduate and achieve an Associate in Arts (A.A.) or Associate in Science (A.S.) degree. Additionally, Skyline College offers the latest in career technical education through such nationally acclaimed programs as Automotive Technology, Networking, Business, Environmental Technology and Allied Health. The students benefit from state-of-the-art technology, One Stop Student Support Services, SparkPoint at Skyline College, integrated student services and instruction through learning communities and an environment designed to support student success.

The curriculum consists of 42 Associate Degree Programs, 52 Certificate Programs, Honors Transfer Program, Interdisciplinary Studies major and various Learning Communities such as ASTEP, Kababayan, MESA, Puente, Scholar Athlete and Women in Transition.

The vision, mission and values at Skyline College are reflected in the educational programs, student services and student success. They are also infused throughout our shared governance and planning practices.

Vision/ Mission/Values/Institutional Leaning Outcomes

Vision Statement: Skyline College inspires a global and diverse community of learners to achieve intellectual, cultural, social, economic and personal fulfillment.

Mission Statement : To empower and transform a global community of learners.

Values Statement : Education is the foundation of our civilized democratic society. *Thus:*

Campus Climate: We value a campus-wide climate that reflects a 'students first philosophy' with mutual respect between all constituencies and appreciation for diversity. Both instruction and student services are dedicated to providing every student with an avenue to success.

Open Access: We are committed to the availability of quality educational programs and services for every member of our community regardless of level of preparation, socio-economic status, cultural, religious or ethnic background, or disability. We are committed to providing students with open access to programs and responsive student services that enable them to advance steadily toward their goals.

Student Success: We value students' success in achieving their goals, and strengthening their voices as they transform their lives through their educational experience.

Academic Excellence: We value excellence in all aspects of our mission as a comprehensive community college offering preparation for transfer to a baccalaureate institution, workforce and economic development through career technical education programs and certificates, Associate of Arts and Associate of Science degrees, skills development, and lifelong learning. We are committed to academic rigor and quality with relevant, recent, and evolving curriculum and well-equipped programs that include new and emerging areas of study. We are dedicated to an educational climate that values creativity, innovation and freedom of intellectual exploration, discovery, thought, and exchange of ideas.

Community Connection: We value a deep engagement with the community we serve and our role as an academic and cultural center for community including business, industry, labor, non-profits, government and the arts. We are dedicated to maintaining a college culture and institutional climate that is warm and welcoming to all.

Shared Governance: We value just, fair, inclusive, and well understood, transparent governance processes based upon open and honest communication.

Sustainability: We value an institutional culture that represents a strong commitment to environmental sustainability and justice. We are committed to the following tenet of sustainability: "To meet present needs without compromising the ability of future generations to meet their needs."

Institutional (Student) Learning Outcomes (ILOs)

Upon completing an A.A./A.S. Degree and/or transfer preparation, students will show evidence of ability in the following core competency areas:

1. **Critical Thinking** – Demonstrate critical thinking skills in problem-solving across the disciplines and in daily life.

2. **Effective Communication** – Communicate and comprehend effectively.

3. **Citizenship** – Use knowledge acquired from their experiences at this College to be ethically responsible, culturally proficient citizens, informed and involved in civic affairs locally, nationally, and globally.

4. **Information Literacy** – Demonstrate skills central to information literacy.

5. **Lifelong Wellness** – Demonstrate an understanding of lifelong wellness through physical fitness and personal development.

Add goals…..

Planning, Budgeting and Assessment

Planning Process

The planning process at Skyline College is grounded in our vision, mission, values, and Institutional Learning Outcomes, and results in the development of the annual strategic priorities. The college planning process is broad-based, utilizing a shared governance and planning structure that is designed to maximize input opportunities across constituencies and effectively centralize and integrate college-wide planning, budgeting and assessment. Ultimately a large number of individual program plans are integrated into an overall all College Plan. These include:

- Distance Education Plan (submitted by the Technology Advisory Committee)

- Disabled Students Program & Services (DSP&S) Plan (submitted by Disabilities Resource Center)

- Educational Master Plan (college wide planning process)

- Educational Facilities Master Plan (college and district wide planning process – recommended by the Educational Facilities Master planning task force)

- International Students Program Plan (submitted by Student Services Leadership Team and Instructional Leadership Team)

- Matriculation Plan (submitted by Student Services Leadership Team)

- Marketing & Outreach Plan (submitted by Marketing and Outreach Team

- Program Review Plan (submitted by individual units, service areas and programs)

- Staffing Plan (submitted by Institutional Planning Committee)

- Student Equity Plan (submitted by College Success Initiative Coordinating Committee)

- Technology Plan (submitted by the Technology Advisory Committee)

- Transfer Plan (submitted by Student Services Leadership Team and Instructional Leadership Team)

- Vocational Technical Education Act (VTEA) Plan (submitted by VTEA Advisory Committee)

Multiple sources are used throughout the planning process to inform or guide the development of plans. These include:

- San Mateo County Community College District (SMCCD) Board of Trustees Goals

- SMCCD Board Value Statement

- SMCCD Strategic Priorities

- Environmental Scans

- Advisory Committee recommendations

- Employee Voice Survey

- Student Engagement Survey

- College Goals

- College Strategic Priorities

- Student Learning Outcomes Assessments

- Program Reviews

- State and Federal Mandates

Skyline College Integrated Planning and Budget Process
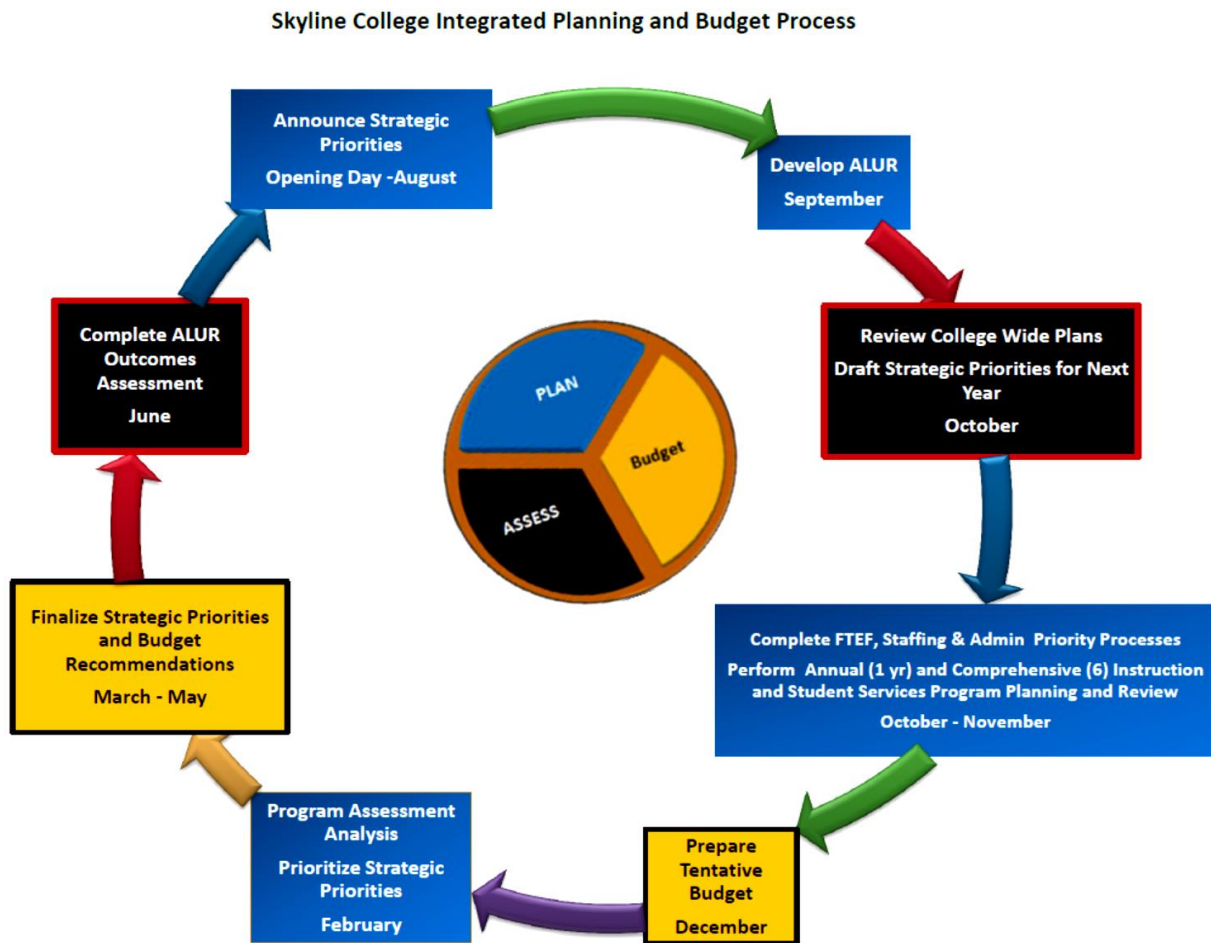
There are four major components to the planning-budget-assessment cycle: Administrative Leadership Unit Reviews (ALUR), Annual and Comprehensive Program Reviews, Strategic Priorities, Resource Allocation Processes (Budget and Staffing) and outcomes assessment (Balanced Scorecard and ALUR). These components are addressed within the college shared governance and college operational structure including
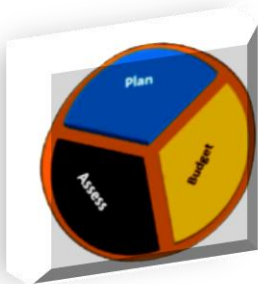
College Governance Committee (CGC), Institutional Planning Committee (IPC), College Budget Committee (CBC), Instructional Leadership Team (ILT), Student Services Leadership Team (SSLT), College Management Council (CMC), Divisions, Academic Senate, Classified Council, Associated Students and Cabinet.

The Institutional Planning Committee (IPC) is a subcommittee of the College Governance Council, the primary governance and planning body of the college. The IPC includes representatives from across the campus, ensuring that a broad voice is consistently infused throughout the dialogue and decision-making process. Moreover, by centralizing these plans through the Institutional Planning Committee, connections between the plans are more effectively identified, creating richer and more nuanced recommendations that can be forwarded to the College Budget Committee (CBC) and the College Governance Council (CGC) for review. The CGC is the primary shared governance body for the college.

The planning process is cyclical – the initial announcement of the strategic priorities on opening day. The announced priorities are developed within the governance structure throughout the year. In October, the Institutional Planning Council prepares draft priorities. These priorities serve as a foundation for the tentative resource allocation discussions. After the instructional and student services annual planning and review processes are completed, a second draft of priorities is prepared by IPC in February and ultimately to the College Governance Council

in May. Once recommended by the College Governance Council to the

President, the strategic priorities are announced on Opening

Day in August.

In September the Administrative Leadership Unit Reviews

(ALUR) submitted to the Institutional Planning Council. The

ALUR are unit reviews that have been informed by the

previously completed annual and comprehensive instructional and student

services planning and review processes. The strategic priorities are taken into

consideration. The ALUR includes the unit service area outcomes, function, and

mission. It informs the human resources planning process and the resource

allocation process.
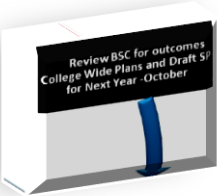
In October IPC reviews the Balanced Score Card (BSC) to

determine college outcomes and report to the College Governance

Council. The BSC is a strategic management system designed to

enhance existing college wide planning processes. The BSC

translates the college's vision, mission into meaningful indicators which are

directly linked to college-wide priorities, goals and strategies. It is a means of

measuring, tracking and communicating the college's performance of progress

made on the goals. BSC makes use of a set of core indicators that define and

measure institutional effectiveness. It views the college's effectiveness from four

perspectives – each with a balance of financial and non-financial indicators and

outcome measures: Perspective A: External Stakeholders; Perspective B:

Internal Stakeholders; Perspective C: Financial and Operational Performance,

and Perspective D: Growth and Innovation. The results of the BSC are displayed in a dashboard for a quick and easy determination of our effectiveness at a glance.
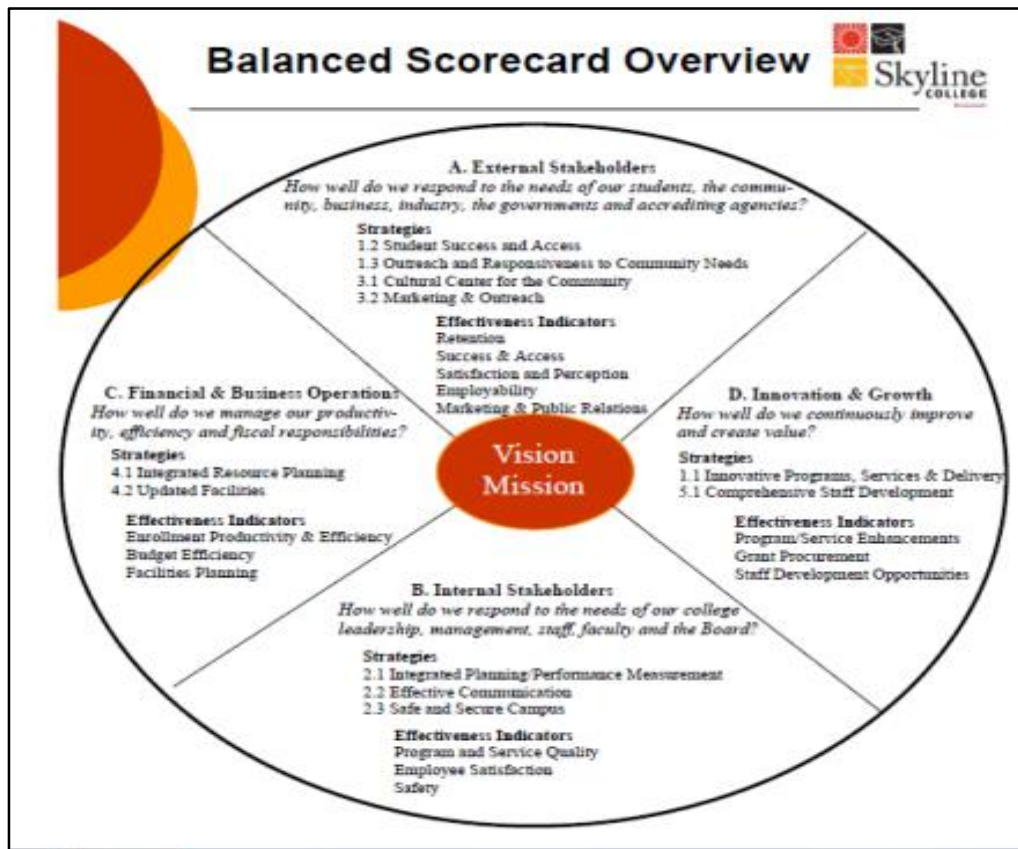
Annual plans and or comprehensive reviews are initiative in October. These are followed by the initiation of the faculty, administration and classified staff
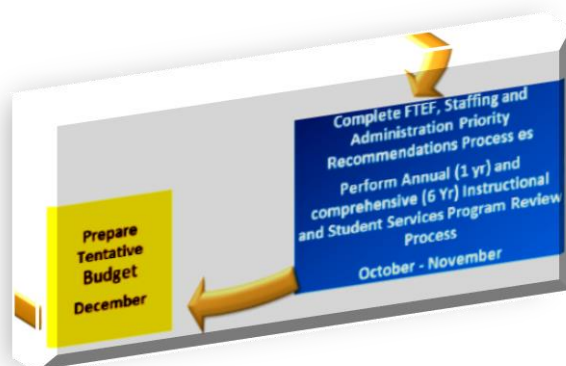
prioritization processes.   In December initial budget estimates are prepared by the College Budget Committee (CBC). Resource requests identified in the plan are prepared and submitted through the budget process. In the

Spring semester, IPC submits its strategic and programmatic recommendations to College Council, and submits funding priorities to the College Budget Committee for review and recommendation. After considering college-wide and programmatic requests for facilities, instructional equipment, faculty and staffing needs, and other expenditure requests, the CBC communicates back to the College Council with recommendations about priorities and what to fund. In making its recommendations, the CBC is guided by the vision, mission, values and strategic priorities of the college and by the Institutional Learning Outcomes.

In February through May, the program assessment analysis are completed, the strategic priorities recommendations are finalized and the budget recommendation is finalized culminating in the recommendation of a tentative budget and strategic priorities to the President via the College Governance Council. The President carefully considers all of the information and recommendations, and makes the final determination. The process begins again each Fall semester with the annual reviews.
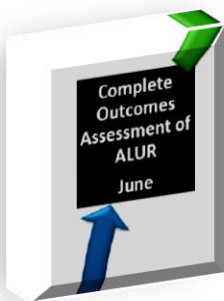
In June the outcomes assessments of the unit planning process is completed in preparation for the development of the new annual plan in the fall. This brings the process full cycle with each component informing and being integrated within the others.

Skyline College Integrated Planning and Budget Calendar

Planning Activity	Link	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Announce 2012-2013 Annual Strategic Priorities on Opening Day	President	■P											
Develop 2012-2013 Annual ALUR	Units		■P										
Submit 2012-13 ALUR to IPC	Units		■P										
Review BSC to determine outcomes during 2011-2012 & report to College Council	IPC			■E									
Review collegewide plans for integration into strategic priorities process	IPC			■P									
Prioritize Strategic Priorities for 2013-2014 (Initial draft)	IPC			■P									
Submit 2013-2014 FTEF Priority Recommendations	FTEFAC to AS			■B									
Develop Initial 2013-2014 Budget Estimates	CBC				■B								
Review 2013-2014 FTEF Priority Recs in consultation with ILT and recommend to VPI	AS & ILT				■B								
Review 2013-2014 FTEF Priority Recommendations from AS & submit final rec to President	VPI & VPSS				■B								
Submit 2013-2014 Classified & Administrative Hiring Priorities to Cabinet	Units				■B								
Begin Annual and Comprehensive Instruction and Student Service Program Planning Process	Units					■P							
Submit 2013-2014 Tentative Budget Recommendation to College Council then to President	CBC						■B						
Reassess 2013-2014 Budget Estimates after Governor's Proposal is announced	CBC							■B	■B	■B			
Prioritize Strategic Priorities for 2013-2014 (2nd draft)	IPC							■P					
Perform Program Assessment Analysis	VP's/Units								■E				
Continue Annual and Comprehensive Instruction and Student Svc Program Planning Process	Units									■P			
Submit 2013-2014 Annual Budget Requests to CBC	Units									■B			
Recommend 2013-2014 Strategic Priorities to College Council	IPC										■P		
Review and Distribute Program Review Reports and 2013-2014 Annual Budget Requests	CC/CBC									■B			
Recommend 2013-2014 balanced budget to CGC --final recommendation to President	CBC										■B		
Submit 2013-2014 Annual Budget to District	President										■B		
Submit list of suggested 2013-2014 Annual Priorities to President	CGC										■P		
Complete Outcomes Assessment Section of ALUR	Units												■E

Legend

■ Budget	CBC: College Budget Committee	IPC: Institutional Planning Committee
■ Planning	CGC - College Governance Council	Units - Programs and Divisions
■ Evaluation	CC: Curriculum Committee	VPI: Vice President, Instruction
BSC: Balanced Scorecard	ILT: Instructional Leadership Team	VPSS: Vice Pesident of Sudents

Shared Governance

Philosophy of Shared Governance

The primary mission of Skyline College is to empower and transform a global community of learners by committing to academic excellence, student success, open access, a campus climate of respect, community connections, just, shared governance and environmental sustainability and justice. Skyline College is committed to just, fair, inclusive, well understood, and transparent governance processes that are based upon open and honest communication.

At Skyline College, shared governance reflects a commitment on the part of the students, staff, faculty and administration to work together to strengthen and enhance the college's ability to meet its mission, adhere to its values and realize its goals through mutual respect for the contributions that all of its members bring to the college. Shared governance is a method of college management in which decision makers, whether with primary or delegated authority, are committed to involving affected constituencies in decisions as much as possible. Shared governance is based upon individuals having a voice in decisions that affect them.

Shared governance is carefully planned, instituted and evaluated. It is designed to lead to effective participation in decision making that unites constituencies, produces an improved college environment, and draws upon the strength of diversity. Shared governance includes the structures and processes

for decision making that engage students, staff, faculty and administrators in reaching and implementing decisions that further the primary mission of the college–to educate students. The groups formed to address college matters and make recommendations to the appropriate bodies are properly charged and empowered, the members carefully selected, and processes clearly structured. The structures and processes for shared governance vary according to the charge.

In order for shared governance to work, there must exist a covenant of mutual trust, honesty, open agendas, equity, and respect for differing views. Essential to maintaining this covenant are open communications and feedback from all constituencies. All parties must commit to and take responsibility for fostering and maintaining an environment in which shared governance can occur, as well as being well informed regarding issues.

Shared governance includes shared responsibility and accountability. This includes the responsibility to engage in the process, provide the appropriate representation, communicate with constituents, and attend governance meetings as an informed, well prepared representative in the process.

Members of the constituent groups must commit to participating in the implementation of decisions made through shared governance processes and to working within legal and pragmatic parameters of decision makers. The partners in shared governance acknowledge that traditional and legally mandated roles continue within the context of shared governance; e.g., the publicly elected members of the Board of Trustees have the ultimate legal and ethical

responsibility for setting policy and making decisions regarding the operations of the District's colleges.   College Council Charter and Bylaws

Regulations and Policies on Shared Governance

In 1988, the legislature passed Assembly Bill 1725 creating the California Community Colleges as a system with multiple components including the mandate for the development of shared governance regulations and processes. The California Community Colleges Board of Governors passed regulations defining shared governance and the appropriate roles for faculty staff and students. Subsequently, districts across the state developed shared governance policies and delineation of function statements that defined the method of collegial consultation.

Both District and State guidelines and regulations frame the structure and practice of shared governance at Skyline College. The full text of key regulations and board policies are provided in the Appendices. As stated on the district website:

The San Mateo County Community College Board of Trustees is committed to a shared governance system which ensures faculty, staff and students the right to participate effectively in district and college governance and the opportunity to express their opinions at the [district] level and to ensure that these opinions are given every reasonable consideration, and the right of academic senates to

assume primary responsibility for making recommendations in areas of curriculum and academic standards. (Education Code Section 70901).

In order to provide an opportunity for students, staff, and faculty to participate effectively in District governance, the Board of Trustees of the San Mateo County Community College District established the District Shared Governance Council (DSGC). The District Shared Governance Council (DSGC) provides all constituents from the three San Mateo County campuses with a participatory avenue for influencing policy at the district level.

www.smccd.edu/edservplan/dsgc/default.shtml

In response to AB 1725, the California Community College Board of Governors adopted a series of Title V regulations with provisions for effective participation of each of these three constituencies in the shared governance process.

Faculty participation is governed by § 53200 BARCLAYS CALIFORNIA CODE OF REGULATIONS Title 5, § 51023, Faculty (Appendix 1), and Title 5, § 51006, Academic Senate for California Community Colleges. (Appendix 2).

Staff participation is governed by § 53200 BARCLAYS CALIFORNIA CODE OF REGULATIONS Title 5, § 51023.5, Staff. (Appendix 3);

Student participation is governed by § 53200 BARCLAYS CALIFORNIA CODE OF REGULATIONS Title 5, § 51023.7, Students. (Appendix 4)

Decision Making Process

The primary planning and policy formulation group for Skyline College is the Skyline College Council. It has two main sub-committees, the College Budget Committee and the Institutional Planning Committee. Several other committees make recommendations either to one of the two main sub-committees or directly to the College Council.

The management of Skyline College is informed by a shared governance process that involves constituents in the decision making such that they have a voice in decisions that affect them. According to the Skyline College Council Bylaws, the shared governance process is one that "...is designed to lead to effective participation in decision making that unites constituencies, produces an improved college environment, and draws upon the strength of diversity. Shared governance includes the structures and processes for decision making that engage students, staff, faculty and administrators in reaching and implementing decisions that further the primary mission of the college-to educate students. The groups formed to address college matters are properly charged and empowered, the members carefully selected, and processes clearly structured. The structures and processes for shared governance vary according to task. www.skylinecollege.edu/collegecouncil/charterbylaws.php

There are many operational issues that are not included in the charge of the shared governance structure. These issues may be academic decisions made by an individual faculty member, operational procedures designed by supervisors/staff/collective bargaining units or personal decisions made by students. Issues that relate to the governance of the college are appropriately entered into the shared governance processes. Governance issues originate from many individual and group sources including unit or division meetings, service areas, district discussions, board direction, administration areas and various constituency representative bodies.

Though not an exhaustive list, governance issues include:

a. Budget Processes

b. Curriculum

    a. Student Learning Outcomes (Course, Program, Institutional)

    b. Degrees and Certificates

    c. Courses

c. FTE Prioritization and Allocation

d. Hiring Processes

e. Planning Processes

    a. Educational Facilities Master Plan

    b. Educational Master Plan

    c. Categorical Program Plans

    d. Technology Plan

    e. VTEA Plan

    f. Professional Development

    g. Program Review

    h. Public Safety and Accessibility Processes

    i. Research

The Skyline College Decision Chart indicates shared governance and decision making trajectory of specified issues. (Appendix - 5)

Skyline College Governance Structure

Skyline College implements a shared governance structure that is composed of Councils, Committees and Taskforces. A Council is an elected or appointed advisory group. For example, the Classified Council is an elected group and the College Council is an appointed group. A Committee is a body of persons delegated to consider, investigate, take action on, or report on some matter. For example, the College Budget Committee makes recommendations on the college budget. A Task Force is a short term non governance group such as the Art on Campus Task Force.

Members are appointed to councils and committees by their respective constituency governing councils or designees. Faculty are appointed by the Academic Senate. Classified staff are appointed by the collective bargaining unit in consultation with the Classified Council, students are appointed by the

Associated Students of Skyline College and Administrators are appointed by the college President. Faculty, staff and administrators may request appointments by contacting their respective appointing entities. Some committees involve the participation of alumnae and/or community members. These members are solicited by the President or designee

      Each year a compendium of committees that includes committee name, charge, membership of current and previous year, and meeting date, time and location is developed and posted on the college website. See compendium at Compendium of Committees and Related Links

Governance Committees

1. Academic Senate Governing Council

	Academic Senate Governing Council
Mission	
	The Academic Senate Governing Council serves as the policy-making body for the Academic Senate; promotes the general welfare of Skyline College, its faculty, and the San Mateo County Community College District; represents the faculty in making recommendations to the administration of the College and the District Board of Trustees with respect to academic and professional matters; works toward the development and improvement of professional standards; and provides for the continuous study of faculty and College problems.
Meeting frequency	Twice monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership is elected by faculty.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

1a. Curriculum Committee

	Curriculum Committee
Mission	
Charge	The Curriculum Committee carries on a regular review of the entire College curriculum; considers for recommendation all matters of administrative policy concerning the curriculum; considers for recommendation proposals for new courses and programs; recommends action on all deletions, classifications and changes in courses and programs.
Meeting frequency	
Meets (10months or 12 months)	Twice monthly
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of one elected faculty representative from each division.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

1b. Educational Policy Committee

	Educational Policy Committee
Mission	
Charge	The Educational Policy Committee considers for recommendation all matters of educational policy, including academic standards, probation, disqualification, readmissions policies, grading procedures, matriculation, student behavior, and student grievance procedures. It also considers for recommendation all matters of administrative policy concerning educational policy, including policies of the Office of Instruction and the Office of Student Services.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of one elected faculty representative from each division.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

1c. Professional Personnel Committee

	The Professional Personnel Committee
Mission	
Charge	The Professional Personnel Committee promotes staff development and professional growth; considers questions of professional ethics; reviews and makes recommendations concerning Trustees' Grant Proposals and other faculty proposals as necessary; makes recommendations concerning faculty awards; and reviews and recommends faculty development programs such as Flex Day activities.
Meeting frequency	Meets three to five times per year.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of one elected faculty representative from each division.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

1d. Academic Senate Research Committee

	Academic Senate Research Committee
Mission	
Charge	The Academic Senate Research Committee aids faculty doing institutional research; acts as a resource to the Senate in matters of institutional research; and performs institutional research under the direction of the Academic Senate Governing Council.
Meeting frequency	
Meets (10months or 12 months)	
Reports to	The Academic Senate Governing Council.
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of one elected faculty representative from each division.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

2. Associated Students Governing Council

	Associated Students Governing Council
Mission	
Charge	The Associated Students Governing Council represents all Skyline College students; maintains student body facilities; plans activities; adopts and supervises the ASSC budget; participates in College committees; and shares in the development of College policies.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of officers elected by the students.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

2a. Student Organizations and Clubs Council

	Student Organizations and Clubs Council
Mission	
Charge	The Student Organizations and Clubs Council meets to share information about the events and programs that they sponsor on campus. They also share information about volunteer projects, student outreach and how to recruit new members.
Meeting frequency	Twice monthly.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of one representative from each student organization and club on campus.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

3. Classified Council

	Classified Council
Mission	
Charge	The Classified Council represents the needs, concerns and viewpoints of the classified staff with respect to the District Shared Governance Agreement, but excludes all matters related to collective bargaining. It is one of the constituent groups of Skyline College's shared governance organizational structure.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	The officers are elected by Classified Council
Membership	Membership consists of all classified employees at Skyline College (CSEA, AFSCME and non-represented classified employees including classified supervisors and management positions). All are voting members and are encouraged to attend Classified Council meetings.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

4. College Budget Committee

	College Budget Committee
Mission	
Charge	The Skyline College Budget Committee is the primary budget recommendation group for the College, thereby establishing recommendations to the College administration on College budgetary matters. The Committee is responsible for reviewing the revenues and expenditures of the College.
Meeting frequency	Twice monthly.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Members of the College Budget Committee (CBC) include the following: the Vice Presidents of the College, one Dean from instruction, and one Dean from student services, the Academic Senate President, two faculty members from each college division (including Student Services), appointed by the Academic Senate, three classified staff appointed by the Classified Council, and 2 students appointed by the ASSC.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

5. College Council

	College Council
Mission	
Charge	The College Council is the primary planning and policy formulation group for the College, thereby establishing the charges to other units and committees in accomplishing specific tasks including, but not limited to, the following areas: budget, programs, student equity, accreditation, and program review. The Council is responsible for reviewing the progress and accomplishments of the units and committees, and serves as the umbrella shared governance committee for the College. The College Council is a major participant in decision making for the College.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of the President and Vice President/s of the College, the Academic Senate, the Classified Council, and the Associated Students.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

6. Full Time Equivalent Faculty Allocation Committee (FTEFAC)

	Full Time Equivalent Faculty Allocation Committee (FTEFAC)
Mission	
Charge	The FTEFAC is charged with developing and recommending to the Academic Senate for endorsement and to the College President for approval, a prioritized list of strategic allocations of Full Time Equivalent Faculty (FTEF) in order for the college to meet its mission of serving the educational needs of the community.
Meeting frequency	Meets on an "as needed" basis
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

7. Health and Safety Committee

	Health and Safety Committee
Mission	
Charge	The Health and Safety Committee promotes a healthful and safe environment for staff and students, educating and training personnel in safe work practice. The committee conducts safety inspections and recommends corrective action to the College. The Committee is charged under CSEA contract (article 13. 13.6)
Meeting frequency	Meets monthly; charged to meet at least quarterly. A district Safety Management Committee will meet at least twice each fiscal year.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	The committee is to include two representatives appointed by CSEA.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

8. Institutional Planning Committee (IPC).

	Institutional Planning Committee (IPC)
Mission	
Charge	The Institutional Planning Committee was created by the College Council in September 2003 and is governed by the Charter and By-Laws of the College Council. The IPC will be the primary body responsible to coordinate, communicate and integrate College-wide planning at Skyline College.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of the College President and Vice Presidents; the Director of Planning, Research, and Student Success; and representatives appointed by the following constituency groups: Academic Senate, Classified Council, Management and ASSC.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

9. Management Council

	Management Council
Mission	
Charge	The Management Council is an appointed advisory group to the College President and primarily meets to facilitate communication among Managers regarding College operations.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of the College President and Vice Presidents, Deans, Academic Supervisors, Directors, and Classified Supervisors.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

10. President's Cabinet

	President's Cabinet
Mission	
Charge	Cabinet is an appointed advisory body to the College President, and provides institutional oversight of operations.
Meeting frequency	Weekly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of the College President and Vice Presidents; the College Business Officer; the Director of Planning, Research and Institutional Effectiveness; and the Director of Marketing, Communications, and Public Relations.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

11. Professional Development Committee

	Professional Development Committee
Mission	
Charge	The Professional Development Committee evaluates and makes recommendations for funding faculty proposals for long-term and short-term professional development projects.
Meeting frequency	Meets on an "as needed" basis.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership for each campus consists of three American Federation of Teachers (AFT) appointed faculty members, one Academic Senate appointed representative and two administrators)
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

12. Professional Enrichment and Development Advisory Committee (PEDAC)

	Professional Enrichment and Development Advisory Committee (PEDAC)
Mission	

Charge	PEDAC is charged with serving as an overarching professional development committee to:
	    (a) assess professional enrichment and development needs for all categories of staff consistent with Skyline College's mission and based on identified teaching, learning and service needs;
	    (b) make recommendations regarding an institutional professional development plan that meets the need of all personnel;
	    (c) develop a systematic evaluation process for professional development programs that includes all classifications of employee and all professional development related activities;
	    (d)recommending flex calendar activities in response to assessed needs;
	    (e) recommending funding for submitted proposals for professional development resourced by new state professional development funds; and
	    (f) establish a one-stop professional development information resource center.

Meeting frequency	Meets 2-4 times per year.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of the College Faculty/Staff Professional Development Coordinator, an Administrative Development Representative, a designee of the Professional Development Committee, two Representatives of the Academic Senate, the College Liaison for District Classified Professional Development, the Chair of the Professional Personnel Committee, and a

	Representative of the Classified Council.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

13. Stewardship for Equity, Equal Employment, and Diversity/Student Equity Committee (SEEED/SE)

	Stewardship for Equity, Equal Employment, and Diversity/Student Equity Committee (SEEED/SE)
Mission	
Charge	Beginning with the 2010-11 academic year, the SEEED and Student Equity Committees merged.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Members are appointed by their constituent groups
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

14. Technology Advisory Committee

	Technology Advisory Committee
Mission	
Charge	The Technology Advisory Committee serves as a viable forum through which faculty, staff and administrators discuss, plan and implement ideas and strategies that will best utilize advances in technology to enhance instruction, student support services and administrative services, while providing leadership and support for ongoing technological innovation.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership is open to all interested faculty, staff and administrators.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

Task Forces

1. Art on Campus Committee

	Art on Campus Committee
Mission	
Charge	The Art on Campus Committee is charged with developing and reviewing proposals for the acquisition of art works for both indoor and outdoor display at Skyline College that are appropriate to the mission of the college, broadly interpreted, and express the college's commitment to access and respect for all, regardless of level of preparation, socio-economic status, cultural, religious, or ethnic background, or disability. The committee will make recommendations to the College President.
Meeting frequency/time	
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	The committee shall consist of at least one representative each from administration, faculty, staff, and students. Members shall include representatives from the art department, the budget office and facilities. Members shall serve in staggered three-year terms (except student representatives) and may be reappointed.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

2. Student Learning Outcomes Assessment Cycle (SLOAC) Steering Committee

	Student Learning Outcomes Assessment Cycle (SLOAC) Steering Committee
Mission	
Charge	Consisting of primarily instructional faculty but also including administrators and student services faculty/staff, the SLOAC Steering Committee is charged with creating an infrastructure with which to implement the SLOAC initiative in a meaningful manner, and developing their own expertise by way of training and independent research in order to provide support for members of the campus community.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of a part-time SLOAC Coordinator (.40 reassigned time for a faculty member who reports to the VP of Instruction); the Dean of Research, Planning and Institutional Effectiveness; the Chairs of the Curriculum Committee; two representatives (minimum) per division; and one Administrator.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

Operational Work Groups

1. Campus Auxiliary Services Advisory Committee

	Campus Auxiliary Services Advisory Committee
Mission	
Charge	The Campus Auxiliary Services Advisory Committee identifies concerns and makes recommendations regarding the cafeteria, bookstore, vending, and some facilities to the President or the Chancellor's Office. This is a college committee that interfaces with the District Auxiliary Services Advisory Committee (DASAC).
Meeting frequency	Meetings are held as needed
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of representatives from the bookstore, cafeteria, Student Activities Office, Business Services Office, and Student Services)
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

2. College Success Initiative (CSI) Coordinating Committee

	College Success Initiative (CSI) Coordinating Committee
Mission	
Charge	The role of the College Success Initiative (CSI) Coordinating Committee is to provide a venue to facilitate communication and currency among everyone involved in implementation of the College Success Initiative Plan and between the instructional and student services components of the college. The group will seek to ensure that Skyline College's Plan is integrated throughout the college. It will be responsible for overseeing the project as a whole and ensuring that the various efforts are well connected to each other, and well embedded in the college's structure. The committee will also identify any gaps that should be addressed, and will develop and maintain a calendar of activities to facilitate communication and coordination across the college.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	The membership of the College Success Initiative (CSI) Coordinating Committee will be broadly constituted to include representation from all of the key components of the project. It will be co-chaired by the College Success Coordinator and a Vice President. If the Coordinator is a classroom instructor, the Co-Chair would be the Vice President of Student Services. If the Coordinator is a counselor or librarian, the Co-Chair would be the Vice President of Instruction.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees &	

subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

4. Commencement Committee

	Commencement Committee
Mission	
Charge	The Commencement Committee plans, coordinates and implements all activities for Commencement, and meets regularly during the spring semester until graduation day. Meetings focus on all logistical aspects of the graduation and the commencement ceremony.
Meeting frequency/time	
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership includes representatives from Buildings and Grounds, the Campus Bookstore, Multi-Media, and Student Services. Other members of the campus community are invited to meetings that cover specific planning areas that relate to their department, program, or division.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

5. Emergency Response Plan Committee

	Emergency Response Plan Committee
Mission	
Charge	The Emergency Response Committee develops strategies for disaster preparedness and recovery for the campus. The committee is charged with maintaining the campus Emergency Response Plan, updating contact information and the evacuation plan, and providing training for the campus on emergency procedures.
Meeting frequency	Monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership consists of representatives from the Offices of Public Safety, Health, and Administration.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

6. Event Support Working Group

	Event Support Working Group
Mission	
Charge	
Meeting frequency	Meetings are held as needed.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Memberships consists of representatives from Administration, Operations, Facilities, Public Safety, Media Services and division offices who assist in event planning.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

7. Instructional Leadership Team

	Instructional Leadership Team
Mission	
Charge	
Meeting frequency	Twice monthly.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Vice President of Instruction, Instructional and Student Services Division Deans; VP of Instruction; Dean, Social Science/ Creative Arts; Dean, Business; Dean, Language Arts/Learning Resources; Dean, Science/Math/Technology Dean, Kinesiology/Athletics/Dance; Dean, Enrollment Services; Dean, Counseling, Advising and Matriculation.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

8. Outreach Committee

	Outreach Committee
Mission	
Charge	
Meeting frequency	
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

9. Scholarship Committee

Scholarship Committee	
Mission	
Charge	The Scholarship Committee serves as a general policy advisory group to the scholarship program and as a selection committee for general scholarships and awards that may be assigned to their jurisdiction. The primary sources of scholarships for which this committee selects scholarship recipients are Skyline and District Foundation and Skyline Organization funds.
Meeting frequency	As needed.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Members are appointed by constituent groups.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

10. Student Recognition and Awards Committee

	Student Recognition and Awards Committee
Mission	
Charge	The Student Recognition and Awards Committee is charged with planning and implementing the annual Student Recognition Awards Ceremony and the Donor Appreciation Reception.
Meeting frequency	As needed.
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Membership includes the Academic Senate President, Honors Transfer Program Coordinator, Phi Theta Kappa Coordinator, Transfer Center Coordinator, and the Master of Ceremony (each of whom may choose to only attend those meetings which directly affect their area) and is also open to all interested faculty, staff and administrators.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/Minutes/Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

11. Student Services Leadership Team

Mission	
Charge	
Meeting frequency	Twice monthly
Meets (10months or 12 months)	
Reports to	
Chair/Co-Chairs	
Recorder	
Chair selection process and term of office	
Membership	Vice President of Student Services, Student Services division deans and managers.
Major reports required	
Method of Action (i.e., Robert's Rules, Consensus, Majority	
Committees & subcommittees	
Committee website (Link to Agendas/ Minutes/ Docs)	
Month of annual self-evaluation & goal setting	
Support staff	

Shared Governance Evaluation

Shared Governance Evaluation

During the 2006 Accreditation process, the college established some planning agendas related to shared governance and the visiting team made both a commendation and a recommendation related to shared governance. Both are listed below:

- Commendation #3 - The team commends the college's very high level of trust, collegiality and participative governance that results in a college atmosphere marked by institutional pride, enthusiastic collaboration among constituency groups, and sincere aspirations for a bright future for Skyline College.

- Recommendation #8 - The team recommends that the college develop and implement a policy that specifically evaluates the institution's governance and Accreditation process.

In response to this recommendation, the bylaws of the College Council were amended to include a plan to undertake a review of the college's governance and decision-making structures at least once every six years, as part of the accreditation self-study process. (College Planning Agenda (IVA3). The first review has been completed and shared with the campus, and recommendations have been forwarded to the appropriate shared governance bodies. Once the data is compiled from each review, it is presented to the College Council with recommendations, and made available to the campus and

community. One outcome was to streamline some of the committees and initiatives by combining some committees and clarifying the distinctions between councils, committees, taskforces and operational committees. (Compendium of Committees, accessible online through the Shared Governance Website).

Additionally, communication procedures were improved by amending the College Council bylaws to add two charges to the College Planning Agenda: Develop strategies to better communicate the planning and budget processes (IVA1;) and Develop streamlined communication processes to keep college constituents informed (IVA3). The council summary notes have been incorporated in the weekly Skyline Shines publication, and the Shared Governance website has been expanded. Information is updated regularly, and channels of communication are clear.

The process for evaluating shared governance at Skyline College is developed by the College Governance Council.

The process includes three components:

1. A college forum where the leadership of the constituents invite additional members to participate in a Strengths, Weaknesses, Opportunities, Threats and Trends Analysis of shared governance.
2. A college wide survey

3. Incorporation of shared governance evaluation questions in the employee
    voice survey if aligned with the administration of the survey.

Appendixes

Balanced Scorecard Overview

Skyline COLLEGE

A. External Stakeholders

How well do we respond to the needs of our students, the community, business, industry, the governments and accrediting agencies?

Strategies
1.2 Student Success and Access
1.3 Outreach and Responsiveness to Community Needs
3.1 Cultural Center for the Community
3.2 Marketing & Outreach

Effectiveness Indicators
Retention
Success & Access
Satisfaction and Perception
Employability
Marketing & Public Relations

C. Financial & Business Operation?

How well do we manage our productivity, efficiency and fiscal responsibilities?

Strategies
4.1 Integrated Resource Planning
4.2 Updated Facilities

Effectiveness Indicators
Enrollment Productivity & Efficiency
Budget Efficiency
Facilities Planning

Vision Mission

D. Innovation & Growth

How well do we continuously improve and create value?

Strategies
1.1 Innovative Programs, Services & Delivery
5.1 Comprehensive Staff Development

Effectiveness Indicators
Program/Service Enhancements
Grant Procurement
Staff Development Opportunities

B. Internal Stakeholders

How well do we respond to the needs of our college leadership, management, staff, faculty and the Board?

Strategies
2.1 Integrated Planning/Performance Measurement
2.2 Effective Communication
2.3 Safe and Secure Campus

Effectiveness Indicators
Program and Service Quality
Employee Satisfaction
Safety

Skyline College Integrated Planning and Budget Calendar

Planning Activity	Link	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Announce 2012-2013 Annual Strategic Priorities on Opening Day	President		■										
Develop 2012-2013 Annual ALUR	Units			■									
Submit 2012-13 ALUR to IPC	Units			■									
Review BSC to determine outcomes during 2011-2012 & report to College Council	IPC				■								
Review collegewide plans for integration into strategic priorities process	IPC				■								
Prioritize Strategic Priorities for 2013-2014 (Initial draft)	IPC				■								
Submit 2013-2014 FTEF Priority Recommendations	FTEFAC to AS				■								
Develop Initial 2013-2014 Budget Estimates	CBC					■							
Review 2013-2014 FTEF Priority Recs in consultation with ILT and recommend to VPI	AS & ILT					■							
Review 2013-2014 FTEF Priority Recommendations from AS & submit final rec to President	VPI & VPSS					■							
Submit 2013-2014 Classified & Administrative Hiring Priorities to Cabinet	Units					■							
Begin Annual and Comprehensive Instruction and Student Service Program Planning Process	Units					■							
Submit 2013-2014 Tentative Budget Recommendation to College Council then to President	CBC						■						
Reassess 2013-2014 Budget Estimates after Governor's Proposal is announced	CBC							■	■	■			
Prioritize Strategic Priorities for 2013-2014 (2nd draft)	IPC							■					
Perform Program Assessment Analysis	VP's/Units								■				
Continue Annual and Comprehensive Instruction and Student Svc Program Planning Process	Units									■			
Submit 2013-2014 Annual Budget Requests to CBC	Units									■			
Recommend 2013-2014 Strategic Priorities to College Council	IPC										■		
Review and Distribute Program Review Reports and 2013-2014 Annual Budget Requests	CC/CBC										■		
Recommend 2013-2014 balanced budget to CGC --final recommendation to President	CBC											■	
Submit 2013-2014 Annual Budget to District	President											■	
Submit list of suggested 2013-2014 Annual Priorities to President	CGC											■	
Complete Outcomes Assessment Section of ALUR	Units												■

Legend			
Budget	CBC: College Budget Committee		IPC: Institutional Planning Committee
Planning	CGC - College Governance Council		Units - Programs and Divisions
Evaluation	CC: Curriculum Committee		VPI: Vice President, Instruction
BSC: Balanced Scorecard	ILT: Instructional Leadership Team		VPSS: Vice Pesident of Sudents