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Los Angeles Southwest College Mission Statement

The mission of Los Angeles Southwest College is to facilitate student success, encourage life-long learning and enrich the lives of its diverse community. (Revised 7/27/11)

College Vision Statement

Los Angeles Southwest College (LASC) is a learner-centered institution dedicated to meeting the needs of learners – the students and community who access the college for programs; and the faculty, staff and administrators who provide learning opportunities and support. We subscribe to the premise that the learner is at the center of what we do in creating opportunities, providing an environment conducive to learning and working, establishing a place where the discourse of ideas can occur and where individuals can have experiences without sacrificing their individuality. Our foundations are driven by our institutional core values. (Adopted 8/28/08)
Los Angeles Southwest College

Institutional Core Values

(Revised fall 2011)

Introduction statement
To fulfill the college mission, Los Angeles Southwest College faculty and staff are guided by the core values of Accountability, Equity, Respect, Excellence and Integrity.

Accountability
The college assumes and demonstrates accountability by:
- Addressing and implementing the standards of accreditation
- Meeting or surpassing professional and ethical standards
- Being responsive to the needs of students by continuously evaluating and improving
- Policies and procedures

Equity
The college is committed to promoting equity by:
- Understanding and being responsive to differences in learning modalities
- Promoting access to all who can benefit from the learning opportunities provided by LASC
- Ensuring fair and equitable treatment to students and employees

Respect
The college fosters respect, civility and courtesy by:
- Creating an environment of trust where differences are recognized and respected
- Supporting and acknowledging the contributions and needs of students and employees
- Treating individuals with dignity

Excellence
The college supports the pursuit of excellence by:
- Dedication to students, tasks, and the mission of LASC
- Surpassing requirements and expectations
- Modeling best practices and maintaining currency in area(s) of specialization and service

Integrity
The college is dedicated to upholding ethical standards and striving for integrity by:
- Interacting with truth, sincerity, respect and collegiality
- Respecting and promoting principles of collaboration and shared governance
- Serving with the highest level of ethical behavior
**GOAL 1—ACCESS**
A three-year strategic goal of this college is to expand educational opportunities and access to under-represented groups from the service area by:

- improving relationships with service area high schools,
- engaging departments, faculty, and staff in addressing the needs of academically underprepared students, and
- ensuring all students are able to navigate the college environment

**STRATEGIC OBJECTIVES FOR ACCESS (RANKED BY PRIORITY)**
1. Increase the percentage of students by 30% who participate in formal orientation, assessment, and enrollment in math and English placements during their first year using 2010-2011 as a base year
2. Increase the percentage of Latino student enrollment in credit courses by 30% over 2010-2011.
3. Increase the percentage of credit enrollments for African American and Latino males by 15% using Fall 2010 as a baseline
4. Increase the service area capture rate from local high schools by 15% over Fall 2010
5. Implement the current program improvement model focused on capacity building, student retention and enrollment growth within the CTE programs and services
6. Establish an index\(^1\) and develop and implement a process that will result in increasing the visibility of LASC and its programs in the surrounding community by 20% using 2011-2012 as a base year
7. Increase the percentage of students who identify a program goal and enroll in at least two classes in that program during their first academic year by 20% over 2010-2011

**GOAL 2—SUCCESS**
A three-year strategic goal of this college is to implement strategies for student success reflected in:

- successful course completion rates,
- UC/CSU transfer rates,
- successful achievement of course, program, and institutional SLOs,
- the development of CTE programs that address local labor market needs, and
- the development of methods to track future success when students leave LASC (for example, degree attainment and employment after enrolling at LASC)

\(^1\) An index would aggregate and quantify the elements of program and college visibility into one index in which the progress toward visibility could be quantified and measured
STRATEGIC OBJECTIVES FOR SUCCESS (RANKED BY PRIORITY)
1. Establish a Student Success index\(^2\) and increase\(^3\) that index by 20% using the 2010-2011 academic year as a baseline
2. Improve by 5% each year the number of non-credit English and math students who matriculate to the first level of the subsequent credit course using Fall 2011 as a benchmark
3. Establish and implement a series of interventions that would place special emphasis on underperforming African American and Latino male students that would result in eliminating the achievement gap between males and females enrolled in basic skills classes
4. Improve the percentage of African American/Latino males who earn a degree or certificate by 15% over the 2010-2011 academic year
5. Achieve SUSTAINABILITY LEVEL OF IMPLEMENTATION FOR SLOs (using the ACCJC rubric) at the institutional, program, and course levels by Spring 2014
6. Implement widespread institutional dialogue about the results of SLO assessment and identification of gaps by end of Spring 2012 and increase the number of participants in these discussions by 5% per year for each subsequent year
7. Establish an index to evaluate, respond, and comply with recent Perkins IV and Gainful Employment legislation

GOAL 3—EXCELLENCE
A three-year strategic goal of this college is to foster a college-wide culture of excellence by:

- investing in faculty and staff excellence and supporting faculty and staff members in attaining excellence and achieving recognition as leaders and innovators in their fields,
- providing resources and incentives for faculty and staff to pursue ongoing intellectual growth and engagement,
- encouraging student participation and engagement beyond the classroom, and
- increasing the visibility and day-to-day enactment of the college’s core values

STRATEGIC OBJECTIVES FOR EXCELLENCE (RANKED BY PRIORITY)
1. Increase the number of faculty staff participating in professional development activities by 20% using 2011-2012 as a baseline
2. Improve communication and morale among college faculty and staff by 25% using the 2011 climate survey as a baseline

\(^2\) A student success index would aggregate and quantify the elements of student success, e.g. transfer, degree and certificate attainment, successful course completions, attainment of student goals other than degrees or certificates, term to term persistence, etc., into one index in which the progress toward student success could be quantified and measured

\(^3\) The college would develop and implement a comprehensive student success plan that would provide the mechanism for increasing overall student success as indicated by the student success index.
3. Strengthen CTE existing current LASC Master Agreements with local school districts which are feeder secondary institutions and regional employers in a manner that responds to and complies with recent Perkins IV legislation by increasing participation among the schools and employers by 15%.
4. Increase student participation and engagement on campus beyond the classroom by 50% using 2010-2011 as a baseline.
5. Create a comprehensive and sustainable plan to promote a positive college image in the community by highlighting faculty, staff, and student achievements in public relations and marketing campaigns.

**GOAL 4—ACCOUNTABILITY**

A three-year strategic goal of this college is to foster a college-wide culture of service and accountability that streamlines the cycle of evaluation, planning, and improvement in all areas and increases transparency in decision-making procedures.

**STRATEGIC OBJECTIVES FOR ACCOUNTABILITY (RANKED BY PRIORITY)**

1. Increasing communication about decision-making procedures by 20% using the Spring 2011 Campus Climate Survey as a baseline.
2. Develop and implement a plan to increase the discussion and application of accountability practices, such as on time and objective evaluations, personal professional development plans; after establishing a baseline year, increase these practices by 5% per year.
3. Increase by 25% the number of students who develop a formal educational plan using 2010-2011 as a base academic year.
4. Develop and implement a process that will encourage student participation and engagement with the campus through volunteering and service learning.

**GOAL 5—COLLABORATION & RESOURCES**

A three-year strategic goal of this college is to cultivate and maintain new resources and external partnerships by:

- *encouraging the pursuit of external funding at all levels of the college,*
- *increasing partnerships with local businesses, government agencies, and non-profit organizations particularly but not exclusively in CTE areas,*
- *increasing partnerships between community organizations and academic programs,* and
- *continuing efforts to build a positive college image in the community.*

**STRATEGIC OBJECTIVES FOR COLLABORATION & RESOURCES (RANKED BY PRIORITY)**

1. Increase successful external funding by 50% using 2010-2011 as a baseline.
2. Encourage the pursuit of external funding at all levels of the college so that 10% of staff, 20% of all fulltime faculty, and 50% of all administrators are engaged in the pursuit of external funding activities.
3. Improve the CTE revenue generating capacity by 15% over 2010-2011.
4. Develop and improve partnerships by 10% with regional employers and community-based organizations, including municipalities, and other workforce and economic development practitioners over 2010-2011.

5. Build a college-wide database to be used for resource development, scholarships, internships, endorsements, partnerships, etc.
COMMITTEES OF THE COLLEGE

To fulfill our mission and the goals and objectives of the college strategic plan, Los Angeles Southwest College administrative staff, faculty, classified staff and students meet regularly in a variety of committees of consultative bodies, councils, standing committees and ad hoc committees. These bodies meet regularly to assure implementation of strategic plan objectives, to coordinate efforts and leverage resources, and to share best practices. These groups are presented below in three broad classifications: College-wide committees, committees of the Academic Senate and committees of the Faculty AFT.

College-Wide Committees

Academic Senate
Chair: Tenured faculty member elected for a two-year term by a majority of the voting, dues-paying members of the faculty, both full-time and adjunct
Charge: Primary responsibility for making recommendations in the areas of curriculum and academic standards at the College
Membership: All faculty members of the college, full-time and adjunct.
Reports to: Independent, self-reporting entity
Implementation Responsibility: Academic Senate President

Associated Student’s Organization
Chair: The president of the ASO is elected annually by all LASC students, regardless of ASO membership status
Charge: The Associated Students Organization of Los Angeles Southwest College represents all students and sponsors activities including publications, assemblies, awards, student services, and club and social activities
Membership: Membership in the Associated Student Organization is not mandatory. However, student body activities are financed by money received from student membership in the Associated Students of Southwest College. Receipts are budgeted to activities concerned with the health, convenience, and general welfare of the student body in accordance with policies, rules, and regulations defined by the Board of Trustees of the Los Angeles Community College District. Membership cards in the Associated Students of Southwest College are $7.00 per semester and $5.00 for summer session students.
Reports to: ASO Advisor, a faculty member, staff member or administrator appointed by the College President
Implementation Responsibility: ASO President
**Bond Oversight Committee (also known as College Citizen’s Committee)**

**Chair:** The chair for the CCC shall be designated by the College President. Thereafter, the chair for the CCC will be appointed annually by the first meeting held on or after July 1, or as vacancies may occur. The chair shall serve at the pleasure of the College President.

**Charge:** The role of the CCC is to advise the District Citizens' Oversight Committee ("DCOC") regarding the District's expenditure of bond revenues on the specific projects listed in the bond proposition that are planned for the College.

**Membership:** At the minimum, the committee will consist of one member who is active in a business organization representing the business community in the college’s service area; one member who is active in a senior citizens' organization; one member who is in a bona fide taxpayers' organization; one member who is a student enrolled at the College and active in a college group, such as the college associated students' organization; and one member who is an active member of a college advisory committee or the College’s foundation. One member of the CCC will be recommended by the College President to serve as the CCC's representative to the DCOC. Members of the CCC shall serve for a term of two years and for no more than two consecutive terms. The community college student member may, at the discretion of the College President, serve up to six months after his or her graduation. The CCC is advisory to the DCOC.

**Reports to:** College President

**Implementation Responsibility:** College President

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**Budget Committee**

**Co-Chairs:** Co-chaired by a presidentially appointed administrator and an Academic Senate appointed faculty member

**Charge:** To facilitate the budgeting processes on campus

**Membership:** Per the Strategic Planning Handbook, membership is composed of Vice President of Administrative Services, who convenes it, one dean, one department chair, two academic senate representatives, two AFT/Faculty representatives, one AFT/Classified representative, one ASO representative, one representative of Local 721 Supervisory, and one group representative ( Classified Managers, Program Managers, Local 45 Crafts, and Local 99 SEIU shall meet together and choose the designee from among their constituencies.)

**Reports to:** College President

**Implementation Responsibility:** Vice President of Administrative Services

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**College Council**

**Co-Chairs:** Co-chaired on a rotating basis (annual rotation) by the Academic Senate President and a college vice-president appointed by the college president

**Charge:** The College Council is the overarching shared governance group for the college. The College Council makes its recommendations to the president on college-wide matters not reserved exclusively to the Academic Senate or collective bargaining groups. The Council contains representation from all of the governance groups and the Associated Student Organizations (ASO).

**Membership:** One college vice-president, Academic Senate President, three Academic Senate representatives, AFT Faculty Chapter President, three AFT/Faculty
representatives, one dean (Teamster), one AFT Staff Guild, one at-large classified staff, ASO President, one Bldg. & Trades, one Local 99, and One Local 721

Reports to: College President
Implementation Responsibility: College President and Academic Senate

Career & Technical Education Committee
Chair: Dean of Workforce/Economic Development
Charge: The Career and Technical Education Committee, in accord with applicable state law and regulations, is responsible for reviewing and recommending changes to the courses and programs offered at the college as they relate to career and technical education.

Membership:
Reports to: Executive Vice President
Implementation Responsibility: Dean of Workforce Development

Distance Learning Committee
Chair: Coordinator appointed by Academic Senate and College President
Charge: The committee is charged with the following:
1. Supporting instructors with resources, workshops, seminars, and webinars
2. Maintaining contact and communication with IT Department and Learning Management System support services
3. Reviewing the Distance Learning Policies and Procedure Manual each semester
4. Determining proficiency in a CMS and shall serve as a resource to the college on distance learning issues.
5. Making assignments and evaluating faculty remain the responsibility of the department chair (AFT Agreement, Article 40 (Section B.2).)

Membership: College constituent volunteers but shall contain equal number of Academic Senate and AFT/Faculty representatives
Reports to: Executive Vice President
Implementation Responsibility: Academic Dean appointed to chair the committee

Educational Master Plan Committee
Co-Chairs: Vice President of Academic Affairs and President, Academic Senate
Charge: to develop the Educational Master Plan (EMP) that lays out the vision and strategic direction for the overall instructional program at the college, and sets the principles and parameters under which it operates. The Educational Master Planning Committee performs a comprehensive review and (if needed) revision of the EMP at least once every two years.

Membership: Composition is determined by mutual agreement between the President and the Academic Senate
Reports to: College President
Implementation Responsibility: Executive Vice President

Enrollment Management Committee
Co-Chairs: Vice President of Academic Affairs and Academic Senate Appointee
Charge: responsible for developing and implementing both a strategic and annual
enrollment management process that maximizes FTES enrollment growth while maintaining an optimum WSCH/FTEF efficiency and works together with deans and department chairs to coordinate the scheduling of classes so that students meet their academic goals in a timely manner.

**Membership:** campus constituent volunteers

**Reports to:** Executive Vice President

**Implementation Responsibility:** Executive Vice President

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**Facilities Use Committee**

**Co-Chairs:** Vice President of Administrative Services and Academic Senate Appointee

**Charge:** Oversees and recommends to the President, use of campus for events

**Membership:**

**Reports to:** Vice President of Administrative Services

**Implementation Responsibility:** Vice President of Administrative Services

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**Graduation Committee**

**Chair:** Dean of Student Services

**Charge:** To plan annual commencement ceremony

**Membership:** Dean of Student Services, Vice President of Student Services, faculty, staff and student volunteers

**Reports to:** Executive Vice President

**Implementation Responsibility:** Vice President of Student Services

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**Mission Review Committee**

**Chair:** Committee is convened by the co-chairs of the SPC

**Charge:** Responsible for the periodic review of the mission statement of the college

**Membership:** The co-chairs of the SPC (who convene the committee), three other presidentially appointed administrative representatives, four Academic Senate representatives, three classified representatives, appointed jointly by the applicable unions, two ASO representatives and two presidentially appointed community representatives.

**Reports to:** Strategic Planning Committee

**Implementation Responsibility:** SPC Co-Chairs

---

**Strategic Planning Committee**

**Co-Chairs:** A presidentially appointed administrator and an Academic Senate appointed faculty member

**Charge:** To guide the strategic (long range) and annual planning processes on campus for preparation of the Integrated College Operational Plan (ICOP).

**Membership:** Per the Planning Handbook, membership is composed of three Academic Senate representatives, three AFT/Faculty representatives, three vice presidents, two AFT/Classified representatives, one student representative, one dean, one classified manager, one program manager, one department chair and the institutional researcher (non-voting).

**Reports to:** College President
Implementation Responsibility: Co-chairs of the Strategic Planning Committee

Student Learning Outcomes (SLO) Committee
Co-Chairs: Presidentially appointed administrator and Faculty member appointed by Academic Senate President
Charge: Provide leadership to the development, implementation and assessment of Student Learning Outcomes by course, program and institutionally. Also, the committee provides similar leadership to Service Outcomes.
Membership: Campus constituent volunteers
Reports to: Appropriate Vice Presidents
Implementation Responsibility: Academic Senate and Executive Vice President

Student Success Committee
Co-Chairs: Presidentially appointed administrator and faculty member appointed by Academic Senate President
Charge: responsible for developing and implementing both a strategic and annual plan that facilitates student success in all areas, especially as it relates to term-to-term persistence, within term retention, successful course completion, accomplishment of stated goals, transfer rates, and student learning outcomes (SLOs).
Membership: Campus constituent volunteers
Reports to: Appropriate Vice Presidents
Implementation Responsibility: Co-chairs of the Student Success Committee

Technology Committee
Co-Chair: Manager, College Information Technology and Academic Senate Appointee
Charge: To provide guidance in instructional and administrative technology to include equipment, training, deployment of technology resources and assistance in distance learning delivery.
Membership: Campus constituent volunteers
Reports to: Vice President of Administrative Services
Implementation Responsibility: Vice President of Administrative Services

Committees of the Academic Senate

Academic Rank Committee
Chair: Faculty member appointed by the Academic Senate
Charge: This committee shall be responsible for:
1. Following District Academic Senate Rules and Regulations.
2. Distributing rules and procedures to faculty.
3. Evaluating applications for completeness.
4. Determining if applicants have met the requirements
5. Notifying applicants of advancement of rank or rejection of rank with explanation.
Membership: The committee shall have a minimum of six members.
Reports to: Academic Senate
Implementation Responsibility: Academic Senate

Curriculum Committee
Chair: Faculty member appointed by Academic Senate
Charge: This committee shall be responsible for:
   1. Approval or rejection of new courses and programs.
   2. Approval or rejection of new majors.
   3. Changes in course requirements for a major or certificate program.
   4. Changes in unit value of any course.
   5. Review of existing courses and programs.
   7. Review course prerequisites and co-requisites.
   8. Review of general education pattern for both Associate of Arts degree and for certification to the CSU and UC system.
   9. Approval, exclusion, review, and revision of any program that uses courses taught at this college.
Membership: All Department Chairpersons or their representatives shall serve on the committee, as well as the following individuals: Articulation Officer, voting member; Matriculation Coordinator, voting member; Non-Credit Program Coordinator, voting member; Institutional Researcher, non-voting member. The Vice President and Deans of Academic Affairs are ex-officio members of the committee and shall serve as designated by the college president.
Reports to: Academic Senate
Implementation Responsibility: Academic Senate and Executive Vice President

Department Chairpersons (Chair of Chairs) Committee
Chair: Department Chair elected annually by the committee of instructional department chairpersons
Charge: This committee shall be responsible for:
   1. Deliberating on problems and proposals that will affect the College Departments particularly as they relate to program integrity and improvement.
   2. Deliberating on problems and proposals that affect their ability to be effective department chairpersons.
   3. Making recommendations to the Senate on Academic and Professional matters that affect their departments.
   4. Keeping the Senate informed on issues of concern related to scheduling, course offerings, curriculum, budget, and other Academic and Professional matters.
   5. At the direction of the Senate, performing other actions and duties as assigned by the Academic Senate President in carrying out the purposes and policies of the Senate.
Membership: This committee shall consist of all College Department Chairpersons. These departments are Arts, Behavioral and Social Sciences, Business, Counseling, English and Foreign Language, Learning Skills Institute, Library, Life/Physical Science/Health/Physical Education, Math/Engineering/Technology, and Nursing. The President of the Senate shall be an ex-officio member of the committee. The Committee shall elect its chairperson yearly.
Reports to: Academic Senate
Implementation Responsibility: Academic Senate

Academic Senate Executive Committee
Chair: Academic Senate President Charge: The committee shall be responsible for:
1. Carrying out the resolutions, policies, and activities shall be carried out in compliance with the Constitution and By Laws.
2. The Committee may exercise emergency powers during the intervals between stated meetings of the Academic Senate, and during the time that the college is not in session.
3. Any action taken under this clause shall be an affirmative vote of a majority of the membership of the Executive Committee, are subject to be ratified by the Senate.
4. Transacting business and performing other functions consistent with the intent, purpose, and provisions of the Academic Senate Constitution and By Laws.
5. Participating with the Academic Senate President in agenda development for general session meetings of the Academic Senate.
6. Performing other actions and duties as assigned by the Academic Senate in carrying out its purposes and policies.
Membership: The Executive Committee shall consist of the President, Vice President, Secretary, Treasurer, Parliamentarian, Immediate Past President, and the three District Senators.
Reports to: Academic Senate
Implementation Responsibility: Academic Senate President

Honors Committee
Chair: Faculty member, mutually agreed upon by Academic Senate President and College President
Charge: This committee shall be responsible for: Overseeing the Honors Program; Setting standards, procedures and policies for the Honors Program; and Approving courses for the Honors Program.
Membership: This committee shall have a minimum of five members. There shall be one member from each of the following departments: Behavioral and Social Sciences, English and Foreign Language, Learning Skills Institute, Library, and Life/Physical Science/Health/Physical Education.
Reports to: Academic Senate
Implementation Responsibility: Academic Senate

Professional Standards and Issues Committee
Chair: Faculty member appointed by the Academic Senate President
Charge: This committee shall be responsible for:
1. Providing, upon request of the Academic Senate President, confidential professional advice, counsel, and when appropriate mediators, to faculty members on issues related to professional and ethical conduct which are not covered by the Collective Bargaining Agreement or other District policies or procedures.
2. Considering, study and make recommendations to the Senate Executive Committee concerning complaints by individual members of the faculty regarding
professional conduct.
3. Investigating matters of academic privilege and freedom.
4. Writing, reviewing, and publicizing Senate statements of Professional Conduct and encouraging all faculty members to abide by its precepts.
5. Making recommendations to the Academic Senate, on policies and procedures for enforcing the Academic Senates Statement of professional Conduct.

**Membership:** This committee shall include at least five faculty members.

**Reports to:** Academic Senate

**Implementation Responsibility:** Academic Senate

---

**Program Review Committee**

Chair: an Academic Senate appointed coordinator

**Charge:** Reviewing the documents and procedures for Program Review, make recommendations to the Senate for Change where appropriate, maintain copies of completed program reviews, maintain a schedule for department/discipline program review, write and submit to the Senate an annual report on the major recommendations of the program reviewers.

**Membership:** The academic senate appointed coordinator who convenes it, two Student Services non-instruction program managers or managers’ designees, two Administrative Services non-instruction program managers or managers’ designees, one Academic Dean, Dean of Institutional Effectiveness, and five faculty members appointed by the academic senate

**Reports to:** Academic Senate and Executive Vice President

**Implementation Responsibility:** Academic Senate and Executive Vice President

---

**Staff Development Committee**

Chair: Faculty member appointed by the Academic Senate

**Charge:** This committee shall be responsible for:

1. Coordinating professional development.
2. Planning and coordinating flex activities.
3. Approving individual faculty requests for travel from staff development funds.
4. Taking to the Staff Development Advisory Committee suggestions for College-wide activities for staff development.
5. Encouraging faculty to take full advantage of professional development.
6. Reporting once each semester to the Academic Senate.

**Membership:** There shall be a minimum of five faculty members on the committee, three of which shall serve on the Staff Development Advisory Committee.

**Reports to:** Academic Senate and President

**Implementation Responsibility:** Academic Senate and President

---

**Travel/Conference Committee**

Chair: Faculty member appointed by the Academic Senate

**Charge:** This committee shall be responsible for:

1. The administration of the campus Convention and Conference Attendance and Travel Handbook, and in compliance with District and Senate rules.
2. Giving a written report to the Academic Senate Executive Committee once a month.
3. Giving a written annual report to the Academic Senate Executive Committee at the end of the academic year.

Membership: This Committee shall have a minimum of three faculty members.
Reports to: Academic Senate and Academic Senate Executive Board
Implementation Responsibility: Academic Senate

Additional Committees Required by the Faculty AFT Agreement

Faculty Position Hiring Prioritization Committee
Chair: Faculty member appointed by the Academic Senate
Charge: A college shall establish a faculty position hiring prioritization committee or equivalent under: 1) the auspices of its Academic Senate; or 2) its shared governance Committee with the consent of its Academic Senate to recommend hiring prioritization for tenure track faculty positions and temporary replacement faculty positions.
Membership: This Committee shall have a minimum of three faculty members including AFT representation.
Reports to: Academic Senate
Implementation Responsibility: Academic Senate

Intersession Committee
Chair: A faculty member or administrator as mutually agreed by the College President and the AFT Chapter Chair
Charge: A college Intersession Committee shall be established on each campus, for every intersession. The College Intersession Committee shall serve as an appeals committee to hear and rule upon assignment priority matters.
Membership: It shall consist of no less than two faculty members as determined by campus representatives of the bargaining agent and no less than three administrators as determined by the College President.
Reports to: Executive Vice President
Implementation Responsibility: Executive Vice President

Peer Evaluation Committees
Chair: Elected from among the members of the Peer Review Committee by the committee
Charge: Faculty performance is evaluated by a peer review process, which generally entails the formation of a peer review committee. Faculty evaluation is a method of addressing the performance of faculty. Each faculty member being evaluated will be assigned a peer evaluation committee.
Membership: Depending on the type of evaluation being conducted, the membership will vary but shall include the appropriate department chair, two to three tenured faculty members and the appropriate vice president or his or her designee
Reports to: Executive Vice President
Implementation Responsibility: Executive Vice President

Professional Growth Committee
Chair: Faculty member selected by the committee
Charge: The Professional Growth Committee shall:
1. Recommend the award of reimbursements or other authorized disbursements from the Professional Conference and Tuition Reimbursement Funds of the college on the basis of legitimate criteria listed in the college procedures including, but not limited to, the professional merit of the conferences, workshops, institutes, conventions, seminars, courses or programs attended, and the extent to which they are likely to enhance the performance of faculty or otherwise contribute to their professional development.
2. Publicize opportunities and deadlines. Judge all applications for the use of funds impartially.
3. Award reimbursements or other authorized disbursements from the Professional Conference and Tuition Reimbursement Funds in an appropriate manner. Without clear evidence to the contrary as to the appropriateness, such disbursements shall be accepted.
4. Provide a bi-annual accounting of all funds under the committee’s jurisdiction to all faculty at the College in a manner agreed upon by the committee.
Membership: Composed of at least one academic administrator selected by the President, at least one regular faculty member selected by the AFT and two regular faculty members selected by the Academic Senate
Reports to: Academic Senate and College President
Implementation Responsibility: Academic Senate and College President

Work Environment Committee
Chair: The College WEC shall be co-chaired by an Academic Senate appointee and a classified staff member. The co-chairs shall be elected by the committee.
Charge: The WEC shall recommend policy and monitor all work environment matters including, but not limited to: grounds and facilities, parking, classroom conditions, allocation and conditions of faculty office space, air quality, temperature control, day and night lighting, VDT usage, health, sanitation and safety (including visible presence of sheriffs and adequate response rates to emergency situations), and progress toward the district’s sustainable building efforts and other “green” practices. To promote the goal of improving the quality of the work environment, the WEC shall develop recommendations regarding work environment issues and then seek to reach agreement with the administration so that the administration may implement these recommendations. Such recommendations shall be considered for implementation in the development of the annual college budget. The Work Environment Committee shall track its recommendations and report the results to the faculty. In addition to its other responsibilities, the WEC shall develop and recommend standards regarding the provision of faculty office space which shall be applicable when new buildings are designed for construction on campus or existing buildings are substantially renovated.
Membership: The committee shall include faculty members designated by the AFT Chapter President, administrators designated by the College President and other employees as designated by their contracts with the District. Faculty members shall comprise at least 50% of the whole committee. Faculty members shall also total at least twice the number of administrator members.

Reports to: College President and AFT Chapter Chair

Implementation Responsibility: College President and AFT Chapter Chair
Los Angeles Southwest College Organizational Structure

President

Senior Secretary (Conf.)

Executive Asst. to the President

Dean, Institutional Effectiveness

Executive Vice President

Senior Research Analyst

Research Assistant

Dean, Resource Development

Vice President, Administrative Services
Los Angeles Southwest College
Measure J - Long Term Master Plan
Current Conditions
1st Quarter 2012
LASC Functional Flow Charts (Process Maps)

Mirroring the LACCD effort, Los Angeles Southwest College has initiated an ambitious project aimed at creating detailed visual “functional flow charts” or process maps of the most common and central processes undertaken by faculty, staff, and administrators. The purpose of this project is three-fold:

1. To create easy-to-use flow charts that faculty and staff can use to carry out essential administrative processes and understand how things work at the college

2. To map as many administrative processes as possible so that they can be reengineered and refined to increase the efficiency and effectiveness of the work and tasks undertaken at the College

3. To further the understanding that comes from using the district process maps to assist in understanding and clarifying the division of roles and responsibilities between the District and the College (i.e., what gets done at the District and what is done at the College level).

Each chart traces an essential process from the point of the “initiator” through the various decision-making points that lead to an outcome and are meant to assist the user in determining where in the process they may be and what occurs at each step in the process.

As this project develops, the process maps will become more numerous and we hope, more useful. As the project progresses, the document will become “live” meaning the user will be able to click on a link to acquire forms and instructions online, further increasing the efficiency and effectiveness of the College.
FLOW CHART OF LACCD CURRICULUM REVIEW AND COURSE APPROVAL PROCESS

(Each college Senate will determine local curriculum approval process within guidelines established by Title 5 of the California Code of Regulations)

<table>
<thead>
<tr>
<th>Individual or Body</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty member or members</td>
<td>Initiates curriculum course proposal (new or addition of existing District course</td>
</tr>
<tr>
<td>Majority of Faculty within the discipline</td>
<td>Approves course</td>
</tr>
<tr>
<td>Discipline/Dept./ Division/Cluster</td>
<td>Reviews and forwards recommended proposal course to:</td>
</tr>
<tr>
<td>College Curriculum Committee</td>
<td>Reviews and forwards recommended proposal course to:</td>
</tr>
<tr>
<td>College Academic Senate</td>
<td>Approves course</td>
</tr>
<tr>
<td>College President via VP Academic Affairs</td>
<td>Signs and sends proposal proposed course to Instructional and Student Support Division (ISSD):</td>
</tr>
<tr>
<td>Instructional and Student Support Services Division</td>
<td>1. ISSD assigns course number, TOP Code, and (for new disciplines) subject code and subject abbreviation. 2. Places course on District-wide curriculum (DCC) agenda and District WAN (new courses) for 20 days. 3. After 20 days, input into course database (adds, modules, experimental courses) 4. Placement on DCC agenda (changes)</td>
</tr>
<tr>
<td></td>
<td>After 10 - 20 working days:</td>
</tr>
<tr>
<td>Instructional and Student Support Services Division</td>
<td>1. Placement of course on Board of Trustee’s agenda (new courses) 2. Inputs course into District database (following Board approval)</td>
</tr>
</tbody>
</table>
### LACCD FLOW CHART FOR COURSE CHANGES

<table>
<thead>
<tr>
<th>Individual or Body</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty member or members</td>
<td>Initiates recommended course change</td>
</tr>
<tr>
<td>Majority of Faculty within the discipline</td>
<td>Approves recommended course change</td>
</tr>
<tr>
<td>Discipline/Dept./ Division/Cluster</td>
<td>Reviews and forwards recommended change proposal to:</td>
</tr>
<tr>
<td>College Curriculum Committee</td>
<td>Reviews and forwards recommended course change to:</td>
</tr>
<tr>
<td>College Academic Senate</td>
<td>Approves course change</td>
</tr>
<tr>
<td>College President via VP Academic Affairs</td>
<td>Signs and sends proposed course change to Instructional and Student Services Support Division (ISSD):</td>
</tr>
<tr>
<td>Instructional and Student Support Services Division</td>
<td>1. Places course on Districtwide curriculum agenda and District WAN (new courses) for 20 days. 2. After 20 days, inputs change into course database (unless change is challenged) 3. Places on DCC agenda (challenged changes)</td>
</tr>
<tr>
<td>DCC</td>
<td>Reviews challenge and make decision to accept or reject recommended change</td>
</tr>
<tr>
<td>DAS</td>
<td>Hears appeals of DCC decision not to accept recommended change and makes final decision</td>
</tr>
<tr>
<td>Instructional and Student Support Services Division</td>
<td>Inputs course into District database if DCC decision is overruled on appeal</td>
</tr>
</tbody>
</table>
## STUDENT LEARNING OUTCOMES (SLOs)

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>SLO DEVELOPMENT</th>
<th>DOCUMENTATION OF SLO CYCLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Level</td>
<td>Faculty teaching course identifies at least one SLO, with assessment strategy and tool</td>
<td>Information is recorded in SLO Matrix (a table in the Course Outline of Record form). Matrices include assessment results, analysis, and improvement plans.</td>
</tr>
<tr>
<td>Program Level</td>
<td>Developed during (mini) academic program review process; Development of at least one SLO, with assessment strategy and tool. Student &amp; Administrative Services develop/assess SLOs as part of non-instructional program review annually.</td>
<td>The identification of SLOs and assessment strategies are part of the academic mini-program review process and the actual reporting of results and improvement plan will be incorporated in the full program review process slated to take place during fall 2010.</td>
</tr>
<tr>
<td>Institutional Level</td>
<td>Fully developed by SLO Committee. Identical to General Education SLOs.</td>
<td>Assessment is currently being developed and involves the formation of Teaching Communities. Development of other assessment strategies are currently being investigated by the SLO committee.</td>
</tr>
</tbody>
</table>
ADMINISTRATIVE HIRING PROCESS

Dept or Program requests to fill a position (Dean and below)

President is notified of approval and President or appropriate Vice President establishes screening committee

President approves request (For Vice Presidents the process begins here)

Request to hire is forwarded to Deputy Chancellor for approval

Selection committee selects candidates to be interviewed and conducts the interviews

Compliance Officer advertises for position and conducts orientation for the selection committee

Selection committee forwards top candidates to President for final interviews

Selected candidate is sent to the district for final approval to hire and for processing
FACULTY SELECTION PROCESS

Academic Senate convenes Faculty Prioritization Committee in spring to determine proposed priority hiring for following hiring cycle (i.e., convene in Spring 2009 to develop list for fall 2010 new faculty hires)

List is forwarded to the College President who approves the list, subject to any changes deemed necessary by the President

The proposed positions are sent to the appropriate deans who create a Request for Position (RFP) and send it back to the President for approval

Compliance Officer meets with Dean and Department Chair to establish job description and establish screening committee

Compliance Officer advertises the position and conducts orientation for the selection committee

Selection committee selects candidates to be interviewed and conducts the interviews

Selection committee forwards top candidates to President for final interviews

Selected candidate is sent to the district for final approval to hire and for processing
Classified Staff Hiring Process

1. President approves request
2. Request to hire is forwarded to Deputy Chancellor for approval
3. Personnel Commission provides list of eligible candidates to College
4. Dean establishes screening / interview committee
5. Selection committee selects candidates to be interviewed and conducts the interviews
6. Selection committee forwards selected candidate to President for approval
7. Selected candidate is sent to the district for final approval to hire and for processing
   Dept or Program requests to fill a new or replacement position
Chart 1

Planning Organization and Process

Faculty/Staff at the Program Level
↓
Chairs/Managers at the Department Level
↓
Dean
↓
Vice Presidents
↓
Planning Committee
↓
College Council
↓
President
↓
Integrated Strategic Plan/ICOP
↓
Constituency Groups

Community Groups

Feedback

Budget Committee

Feedback
Budget Organization and Process

Chart 2

Budget Organization and Process

Funding → President → Integrated Strategic Plan/ICOP → Budget Committee → College Council

Feedback
CONTRACT APPROVAL PROCESS

Initiator Requests Contract and puts it into SAP

Vice President over the area approves in SAP Administrative Services approves in SAP

Dean approves in SAP

Program Manager / Dept Chair approves the Contract in SAP

Have vendor added to District list of Approved Vendors

Vice President of

Submit to Board of Trustees for approval & to ratify

Is Contract value > $5,000?

Yes

College President approves in SAP

President may request opinion of District Counsel

No

Send to College Procurement Specialist
FACILITY USE

Request is made for use of the facility

Request is submitted to the Facilities Use committee for approval

Standard Request at Standard Terms?

Yes

Approved request is logged in and scheduled

NO

Request for use of facility at non-standard terms is submitted to President for approval

Submitted to and maintained with Facilities Liaison
**PURCHASE ORDER (P.O.) APPROVAL PROCESS**

- **Initiator Requests Purchase Order and puts it into SAP**
- **Vice President over the area approves the P.O. in SAP**
- **Dean approves the P.O. in SAP**
- **Program Manager or Dept Chair approves the P.O. in SAP**

**Approved Vendor?**

- **NO**
  - **Have vendor added to District list of Approved Vendors**

- **YES**

**Vice President of Administrative Services approves the P.O. in SAP**

**College President approves P.O. in SAP**

**Admin Analyst (Purchasing) prints P.O. out and delivers to initiating department who deliver to vendors**

**All approvers sign hard copies of the Purchase Order**
TRAVEL & CONFERENCE REIMBURSEMENT

Initiator requests reimbursement for travel before travel is commenced and ensures that there is sufficient budget in place

Approved by Program Manager or Department Chair

Approved by Dean

Original Document submitted to President’s office for approval

Original form is filed in the President’s office

When traveler returns, copy of travel request and original receipts are submitted to District Office

District office prepares reimbursement /payment