**DECISION-MAKING ROLES AT MJC**

**PART I**

**Decision-Making Roles at Modesto Junior College**

The YCCD Board of Trustees is the ultimate decision maker on district policies and master plans. The Board delegates to the Chancellor and College Presidents final approval of college and campus administrative procedures, operational issues, and strategic plans.

**Role of College Council**

The College Council forwards governance issues to and receives recommendations from the governance councils, then makes recommendation to the President on the issues. Individuals, college governance councils, committees, constituent groups, and operational groups develop proposals and recommendations that are forwarded to College Council.

**Roles of College Constituencies**

Decision making at Modesto Junior College relies heavily upon the spirit and principles of good faith and collegial, participatory governance focused on improving student learning. Members of the college community have the authority and responsibility to make recommendations in matters appropriate in scope to their roles in the college governance process. The scope for each constituent group outlined below is derived from the California Education Code, California Code of Regulations, the Yosemite Community College District Board of Trustees policies and procedures, Academic Senate rules and bylaws, CSEA/CSAC contract and bylaws, the Associated Student Government constitution and bylaws, YFA contract and bylaws. The relevant sections of the California Code of Regulations are included in an appendix of this document.

**Role of President**

Board policies identify the YCCD Board of Trustees’ specific legal and fiduciary responsibilities, as well as their relationship with the Chancellor and College President. Board Policy 7430.1 defines the delegation of authority through the Chancellor to the College Presidents. The president is the chief executive officer of the college in accordance with the Accrediting Commission for Community and Junior Colleges eligibility requirements: The institution has a chief executive officer appointed by the governing board whose full-time responsibility is to the institution, and who possesses the requisite authority to administer board policies.

**Role of Faculty**

Full- and part-time faculty members are provided with opportunities to participate in the formulation and development of college policies and processes that have or will have a significant effect on them. Academic Senate as the legal representative of the faculty of MJC, makes recommendations to the YCCD Board of Trustees and through internal governance councils and/or directly to the college president with respect to academic and professional matters. Recommendations requiring formal district approval are submitted by the college president to the Chancellor and the Yosemite Community College District Board of Trustees. The rights of the Academic Senate are affirmed in Board Policy 7-8049. Further information on the roles and rights of the Academic Senate is found in the section entitled Decision
PART I            DECISION-MAKING ROLES AT MJC

Making on Academic and Professional Issues at Modesto Junior College ratified by the Academic Senate on March 29, 2012, and in the California Code of Regulations Title 5, §53200–53206, included in an appendix of this document. Related to working conditions, full and part-time faculty members are represented by the Yosemite Faculty Association which is the collective bargaining unit.

The governance council structure and decision-making process were designed to affirm the special role of the Academic Senate in decision-making on academic and professional matters in accordance with Title 5 §53200 and Board Policy 7-8049.

Role of Classified Staff

Classified staff members are provided with opportunities to participate in the formulation and development of recommendations, as well as in the processes for developing recommendations that have or will have a significant effect on them. Related to district governance, classified staff members are represented by the CSEA and CSAC. The rights of CSEA and CSAC to represent classified staff along with the rights to consultation on matters that may have significant impact on staff are affirmed in the CSEA contract. Information regarding the roles and rights of classified staff can be found in California Code of Regulations Title 5, §51023.5, which is included in the appendix of this document. Related to working conditions, classified staff members are represented by CSEA.

In compliance with California Education Code 70901.2, CSEA, as the exclusive representative of all classified employees in the Yosemite Community College District; appoints all classified representatives to all College and/or District committees, task forces or any other governance groups. Classified employees have a negotiated agreement that provides classified representation on College Council, District Council, and Administrative or Classified selection committees (CSEA Chapter 420 negotiated agreement article 4.3).

All classified representatives shall serve as advocates for classified employees and as a liaison between the committee and their constituent group. They are not on a committee to serve as advocates for a particular sub-group of the larger constituency.

Role of Students

In Board Policy 5400 the Board of Trustees recognizes the Associated Students organization as the official voice for the students in district and college decision-making processes. The Modesto Junior College Student Senate is recognized as the sole representative body of the Associated Students of Modesto Junior College. Through ASMJC and the ASMJC Student Senate students participate effectively in governance processes. Through ASMJC and the Student Senate perspectives, interests and opinions of students are solicited and presented as part of the formulation of recommendations by governance councils. Information on students’ roles and rights is found in YCCD Board Policy 5400 and the California Code of Regulations Title 5, §51023.7 included in an appendix of this document.
Role of Administrators

College administrators include the president, vice presidents, deans, associate deans, and classified administrators. The Board of Trustees defines the scope of responsibilities and delegates authority to college administrators through job descriptions and board policy. All administrators have supervisory duties related to budgets, personnel, and operational responsibilities. Administrators provide leadership and expertise in assessing, identifying, formulating, and aiding in implementing the overall direction for the college.

Resource allocation begins at the district level. The district allocates resources to each college, depending upon various formulas and the funding source. Some of these allocations are required to meet collective bargaining agreements and district strategic directions. Once the funding resources are received by the college, the Resource Allocation Council (RAC) is responsible for reviewing the college wide budget and providing input to College Council and College President. The Resource Allocation Council makes recommendations to College Council on college budget, including allocation of financial, human, and technology resources.
Decision-Making Regarding Budget Development and Resource Allocation

Resource Allocation Council (RAC) is the shared governance group charged with making recommendations to College Council regarding the college’s processes for institutional budget development including:

- the development and implementation of a process by which unit program reviews and the college strategic goals are linked to resource allocations
- prioritization of expenditures based on the process described above

The Resource Allocation Council has established guiding principles that serve as the foundation for budget and resource allocation consideration and recommendation for the college. The framework for budget development and resource allocation relies primarily on program review for resource requests and includes an open opportunity for resource requests to be brought forward during the annual budget development process.

The graphic ($) illustrates the process framework for both budget development and resource allocation at Modesto Junior College. The framework relies on collegial consultation throughout the process and is flexible to support allocation of funds from a variety of sources throughout the academic year.

Budget Development

Budget Development is initiated in the fall with discussion in the Resource Allocation Council about anticipated FTES allocation, current year scenario, emerging legislation, hiring priorities, planned retirements, state and federal initiatives, college strategic goals, and other issues influencing the college economy. The RAC discussion will lead to establishment of broad priorities for budget development for the next academic year and a timeline for budget development.

Resource Requests

Resource requests primarily originate from the program review process through which the department, division, and associated governance council prioritize the requests to best support student learning and institutional effectiveness. Resource requests are also initiated by the campus community early in the spring term to address emerging needs, new priorities, revised learning outcomes, or strategic initiatives since the program review. The resource request form requires the initiator to link the request to student learning outcomes, college goals, or strategic initiatives.

The resource requests are integrated with the requests derived from program review at the division level and ranked before being submitted to the Instruction Council and Student Services Council for consideration. In some cases, resource requests are fulfilled at the division level through general fund, restricted fund, and grant funds available to the division. The prioritized requests not fulfilled at the division level are forwarded to the governance councils for consideration and prioritization before being forwarded to the Resource Allocation Council.
DECISION-MAKING ON RESOURCE ALLOCATION AT MJC       PART I

Developing a Draft Budget

The Resource Allocation Council receives a proposed budget target from the Executive Vice Chancellor. The budget target establishes the maximum college general fund budget for planning purposes. The budget priorities established in the fall and resource requests received from the governance councils are evaluated within the context and constraints of the established budget target. The evaluation serves as the starting point for drafting a budget proposal. The budget proposal is reviewed and revised by the Resource Allocation Council based on input from college constituent groups and through the process of collegial consultation. Upon approval by RAC, the budget proposal is forwarded to College Council.

College Council Review and Recommendation
Resource Allocation Council develops and recommends a budget proposal for consideration by College Council. College Council provides an additional venue for stakeholder input, collegial consultation, and review of the budget proposal before making recommendation to the College President for consideration. The Academic Senate and the Board designee will consult collegially in a good faith effort to resolve institutional planning and budget concerns before making alternative recommendations to the Board of Trustees.

Chancellor’s Cabinet
The President recommends the draft budget to Chancellor’s Cabinet for final review and recommendation to the YCCD Board of Trustees.

Board of Trustees
The Board of Trustees adopts a proposed district budget by June 30, inclusive of the Modesto Junior College budget. A final budget is approved by the Board of Trustees prior to September 30 each year.

Resource Allocation

Resource allocation is the process through which college resources are distributed to enhance student learning and increase institutional effectiveness. Resource Allocation Council makes recommendation to College Council on allocation of resources from the general fund and other funding sources as needed throughout the year.

Resource Requests *single process supports resource allocation and budget development

Resource requests primarily originate from the program review process through which the department, division, and associated governance council prioritize the requests to best support student learning and institutional effectiveness. Resource requests are also initiated by the campus community early in the spring term to address emerging needs, new priorities, revised learning outcomes, or strategic initiatives since the program review. The resource request form requires the initiator to link the request to student learning outcomes, college goals, or strategic initiatives.

The resource requests are integrated with the requests derived from program review at the division level and ranked before being submitted to the Instruction Council and Student Services Council for consideration. In some cases, resource requests are fulfilled at the division level through general
PART I       DECISION-MAKING ON RESOURCE ALLOCATION AT MJC

fund, restricted fund, and grant funds available to the division. The prioritized requests not fulfilled at the division level are forwarded to the governance councils for consideration and prioritization before being forwarded to the Resource Allocation Council.

Allocation

Resource Allocation Council designates available resources to specific resource requests. The council upholds the guiding principles as they identify the resource requests that best align with the funding restriction, if any. The council recognizes and respects the difficult responsibility of allocation of limited resources that are insufficient to fulfill the requests. To facilitate unbiased consideration, the council may discuss priorities or develop a rubric for fund expenditures, before review of specific requests. Resource allocation recommendations are forwarded to College Council as consent agenda items for recommendation to the President.