



**AMERICAN RIVER COLLEGE**  
DECISION MAKING HANDBOOK

*Office of Planning, Research and Development  
December 2007*

# **DECISION MAKING at AMERICAN RIVER COLLEGE**

## **Welcome and Mission Statement**

**Welcome** to the American River College's Decision Making website! Many of you may have wondered how decisions are made at our college and what processes are used to make them. You may have also wondered how you could get involved in the planning efforts and ensure that the needs of your area are heard.

**The purpose** of this website is to help answer those important questions. The college is committed to sharing its decision making processes and encouraging a fully informed college community. Your knowledge of, and involvement in, these critical processes will lead to continued success for our institution.

**Please bookmark** this site and refer to it often. Should you have suggestions or corrections, please send them to me via email at [ReadK@arc.losrios.edu](mailto:ReadK@arc.losrios.edu). Thanks in advance for your contributions, as it is through your efforts that this site will continue to improve!

*Kathie Read, Interim Dean  
Office of Planning, Research and Development*

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# INTRODUCTION

## What guides our decision making processes?

Our decisions at American River College (ARC) are intended to:

- Be in the best interests of our students
- Support ARC's institutional [mission](#) and college [goals and objectives](#)
- Recognize Academic Senate authority in academic and professional matters as described in [Assembly Bill \(AB\) 1725](#) and Los Rios Community College District (LRCCD) [Policy 7612](#)
- Support the Los Rios [value](#) of informed decisions made by people close to the issue
- Comply with LRCCD [Policies and Regulations](#) and [Collective Bargaining Agreements](#)
- Comply with appropriate federal and state laws and regulations, including [California Education Code](#)

In addition, while many decisions appear to affect only one department, they often have far reaching ramifications. Therefore, decision makers at American River College regularly consider who their decisions may affect and communicate with those groups early in the decision making process.

Decisions on issues having major impact to the college or to other areas should be referred immediately to the appropriate standing committee, governance group or collective bargaining group.

## Who makes the decisions?

Decisions at ARC and Los Rios are made by a variety of individuals and groups depending on the nature of the decision. All decisions are expected to follow the guidelines listed above. In California, decision making responsibilities vary by the type of employee as described in [AB 1725](#) (California legislation passed in 1988) and documented in [LRCCD Board Policy and Regulation 7612](#). Final decision making authority rests with the LRCCD Board of Trustees.

## Decisions based on IBA

ARC decision makers support the use of the district-wide Interest Based Alliance (IBA) philosophy and methodology which promotes interests over positions. IBA training is available to all employees on an annual basis. College leaders and other interested employees are especially encouraged to attend. Applications are available from LRCCD Human Resources ([e-mail](#)).

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## How can I be well informed?

The college encourages employees and students to become knowledgeable and involved with decision making processes in their own departments and areas. Excellent sources of information are your dean or supervisor and department chair, as well as representatives to college [standing committees](#) and governance leaders.

The college's ten standing committees are listed below:

- [Assessment, Student Learning Outcomes](#)
- [Budget Committee](#)
- [Buildings, Grounds and Safety Committee](#)
- [Classified Professional Development Committee](#)
- [Equity Committee](#)
- [Faculty Professional Development Committee](#)
- [Information Technology Committee](#)
- [Planning Coordination Council](#)
- [Professional Development Coordinating Committee](#)
- [Professional Development Leaves Committee](#)

The college's governance groups are as follows:

- [Academic Senate](#)
- [Classified Senate](#)
- [Student Association](#)

Each standing committee and the college governance groups are required to post minutes from their meetings on the ARC Insider web page. Please check their website for the latest information.

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# HOW CAN I GET INVOLVED?

## Who do I contact?

If you have identified your area(s) of interest, click on the link below for the appropriate committee or group. The link will take you to the committee or group's main website, where a contact person will be listed.

If you're not sure where your interests lie, begin by talking to your colleagues. Your involvement can range from minimal to extensive, from department to district levels. The most important idea is to simply *get involved*, no matter what the level! In addition, don't hesitate to contact your supervisor, department chair, governance leaders, Dean of Planning, Research and Development, or the collective bargaining representatives for more information.

	<b>PRIMARY FOCUS</b>	<b>CONTACT PERSON</b>
<b>DEPARTMENT LEVEL</b>	Curriculum, travel, scheduling, etc.	Department Chair
<b>AREA LEVEL</b>	Curriculum, travel, hiring, budget requests, scheduling, etc.	Area Dean
<b>COLLEGE LEVEL</b>		
<b><i>Standing Committees</i></b>		
<a href="#">Assessment, Student Learning Outcomes</a>	Assistance in assessment and student learning outcomes.	Chair
<a href="#">Budget Committee</a>	College budgetary matters	Chair
<a href="#">Buildings, Grounds and Safety</a>	Enhancements, safety for facilities and grounds, facilities planning	Chair
<a href="#">Classified Professional Development</a>	Assistance and financial support for classified professional development	Chair
<a href="#">Equity</a>	Assistance for equity related matters	Chair
<a href="#">Faculty Professional Development</a>	Assistance and financial support for faculty professional development	Chair
<a href="#">Information Technology</a>	Develops and reviews issues related to technology	Chair
<a href="#">Planning Coordination Council</a>	Monitors and assists with college level planning efforts	Chair
<a href="#">Professional Development Coordinating Committee</a>	Creates strategic plan for professional development, allocates professional development funds	Chair
<a href="#">Professional Development Leaves Committee</a>	Reviews and recommends faculty professional development leaves	Chair
<b><i>Governance Groups</i></b>		
<a href="#">Academic Senate</a>	Academic and Professional matters related to faculty	President of Academic Senate
<a href="#">Classified Senate</a>	Representation in shared governance matters	President of Classified Senate
<a href="#">Student Association</a>	Representation in shared governance matters	President of Student Association

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## Faculty Participation

Faculty participation in decision making occurs through a variety of avenues. Individual departments and areas have different processes for how local decisions are made. Faculty are encouraged to check with their department chairs and area deans for detailed information.

The ARC [Academic Senate](#) appoints faculty to interview committees and is responsible for formal recommendations regarding academic and professional matters and includes representatives from all instructional and student services divisions. Faculty are encouraged to communicate regularly with their representatives. [Senate minutes](#) are posted on their website. The Senate is also responsible for appointing area faculty to college and district [standing committees](#), peer review teams and various college and district ad hoc committees. In addition, the Senate oversees a major portion of the prioritization process for new faculty positions. The [Academic Senate executive officers](#) meet monthly with the President's Executive Staff to ensure college wide concerns are communicated and discussed. The Academic Senate president meets weekly with the college president to assure effective communication. Staying informed and contributing input to Senate processes is critical in influencing major college and district decisions.

The [Los Rios College Federation of Teachers](#) (LRCFT) is the collective bargaining representative for all Los Rios faculty. Questions or concerns regarding faculty working conditions should be directed to your LRCFT representative.

Faculty issues which overlap academic and professional matters and working conditions are addressed by the Senate Union Joint Issues Committee (SUJIC). Questions or concerns regarding possible overlap issues should be directed to Academic Senate and LRCFT leaders.

The Academic Senate president is a member of the Planning Coordination Council and serves on the [American River College Foundation Board](#).

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## Classified Staff Participation

Classified staff participation in decision making occurs through a variety of avenues. Individual departments and areas have different processes for how local decisions are made. Classified staff are encouraged to check with their supervisors, governance and/or bargaining unit leaders for detailed information.

The [Classified Senate](#) is responsible for representing the classified staff in the shared governance processes of the college and district on issues that have a significant effect on them. The Senate consists of 4 executive officers and 18 representatives from all areas of the college. Classified staff are encouraged to communicate regularly with their representatives and participate in Senate sponsored events and activities. [Senate minutes](#) and other timely information are posted on their website. The Classified Senate is also responsible for appointing classified representatives to college and district ad hoc and [standing committees](#). In addition, the Senate provides input to the prioritization process for new classified positions. The Classified Senate president meets regularly with the college president to ensure college wide classified concerns are communicated and discussed. Staying informed and contributing input to Senate processes are critical in influencing major college and district decisions.

Three collective bargaining units, the Los Rios Classified Employees Association ([LRCEA](#)), the Service Employee International Union ([SEIU](#)), and the Los Rios Supervisors Association (LRSA) represent all Los Rios classified employees on work related issues. Questions or concerns regarding classified working conditions should be directed to your LRCEA, SEIU, or LRSA representatives.

Classified issues which overlap general governance and working conditions are addressed by the district-wide Classified Collaborative Issues Committee. Questions or concerns regarding possible overlap issues should be directed to the bargaining unit leaders.

The Classified Senate president is a member of the Planning Coordination Council and serves on the [American River College Foundation Board](#).

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## **Student Participation**

The ARC [Student Association](#) (SA) is responsible for representing all ARC students to the college president, Academic Senate, Classified Senate, and college [standing committees](#). The SA includes 17 students elected as officers (7) and representatives (10). The SA's constitution and bylaws establish the duties and responsibilities of its officers and methods of operation. Students are also eligible to serve on a number of college [standing committees](#), including [Assessment, Student Learning Outcomes, Budget, Buildings, Grounds and Safety, Curriculum, Equity, Information Technology, and Planning Coordination Council](#). All Los Rios students are represented on the Los Rios Board of Trustees by a non-voting Student Trustee ([Board Regulation 3122](#)).

The SA president serves on the [American River College Foundation Board](#).

Each ARC student has specific rights and responsibilities as a student enrolled in the college and as outlined in the [Student Rights and Responsibilities Handbook](#). All ARC students are encouraged to make their voice heard by voting or participating in student elections and in student clubs or by contributing their opinions to occasional college surveys regarding student satisfaction with the college and specific departments and services.

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## **Manager Participation**

Managers include supervisors, directors, deans, associate vice presidents and vice presidents, and participate in decision making processes in a variety of ways. In their local areas of responsibility, they are responsible for seeking faculty, staff and student input to improve programs and services, as well as working with their direct supervisors and appropriate committees and work groups to represent the ideas and issues of their areas. Managers are responsible for reviewing department and unit educational master plans, which include requests for college wide resources.

All managers serve on the Administrative Leadership Council, which meets monthly. When needed, managers provide formal input on governance issues to the college president.



The President's Executive Staff (PES) meets weekly and is responsible for discussing overall college operational issues and making recommendations to the president based on input from their areas.

Managers are also appointed to serve on a variety of ARC and Los Rios ad hoc and [standing committees](#) and/or [work groups](#) by the college president.

ARC directors, deans, associate vice presidents and vice presidents are represented by American River College Management Association (ARMA) and the Los Rios Management Association (LRMA). Both ARMA and LRMA are non-collective bargaining groups that also include confidential staff. In addition, both serve to promote educational and professional development for their members. The LRMA provides input to the Chancellor's Cabinet and chancellor on issues concerning managers/confidential staff and district-wide governance matters.

Classified supervisors are represented by the Los Rios Supervisors Association (LRSA).

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# Decision Making Structure

## American River College Standing Committees

ARC has ten [standing committees](#) that report to the college president. Each committee has a specified charge and membership and must comply with appropriate laws and [LRCCD Policies and Regulations](#). Committee members are appointed by their respective governance group president (Academic Senate, Classified Senate, Student Association, or College President). Committee meeting minutes are required to be posted on the ARC Insider page. Faculty and classified staff members rotate off committees after two consecutive terms of service. Members may return to that committee after three years or serve immediately on another committee.

The Planning Coordination Council is responsible for general overview of committee names, areas of responsibilities, and memberships to encourage consistency, clarity and alignment with district committees and the needs of the college. However, changes to committees are a shared governance issue requiring formal recommendations from the governance groups to the college president. The president is responsible for approving a final recommendation.

College wide recommendations from each committee are submitted to the Planning Coordination Council for discussion and recommendation to the college president for action. Policy issues related to academic and professional matters require consultation with the Academic Senate. Recommendations requiring formal district approval are submitted through the college president to the Chancellor and the Los Rios Board of Trustees. See Appendix A.

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## ARC Work Groups

ARC work groups are those groups that are defined as operational in nature, meeting regularly to determine best ways to implement previously agreed upon policies and responsibilities. They strive to ensure that areas impacted by a policy or a directive align their operational efforts and ensure communication occurs among the affected groups. Major work groups of the college include the President's Executive Staff, Deans Council, Student Services Deans and the Administrative Leaders Council. See Appendix B.

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## ARC Governance Groups

Governance groups include the Academic Senate, Classified Senate and Student Association. Each entity has a constitution and by-laws and operates within California Education Code ([AB 1725](#)) requirements and [LRCCD Policies and Regulations](#).

[AB 1725](#), legislation passed in 1987, provided a new direction and focus for the community college system. It established clear priorities regarding the role of the academic senates in academic and professional matters, increased accountability for tracking and student success, and specifically outlined the roles of locally-elected boards and the Board of Governors.

The [LRCCD Policies](#) are established by the Los Rios Board of Trustees, with the regulations determined by the Chancellor's Cabinet.

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## **ARC Ad Hoc Committees**

Ad hoc committees or task forces may be appointed as subcommittees of a standing committee or governance group or as a stand-alone, temporary group to complete a specific task. Subcommittees or task forces of standing committees or governance groups report through the parent committee or group. In the case of stand-alone ad hoc committees or task forces, the college president must approve their charge and membership. The president is responsible for requesting input from governance group leaders in creating ad hoc committees and to seek appointment of members from the appropriate governance leaders. Stand-alone ad hoc committees or task forces recommendations will be presented to the Planning Coordination Council for discussion and recommendation to the college president for action.

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## **Los Rios Community College District**

### **Los Rios Standing Committees**

Los Rios has a number of standing committees responsible for communicating district-wide issues and making recommendations to the chancellor. They include the following.

- Administrative Technology
- District Budget
- Educational Technology
- Student and Academic Services Task Group
- District Curriculum Coordination
- District Matriculation
- District Grants Coordinating
- Student Advisory

The appropriate governance leader at each college appoints members from its constituency to the committees. ARC members are responsible for representing college perspectives on committee agenda items and communicating committee information back to the appropriate college committees and groups.

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### **Los Rios Work Groups**

Los Rios work groups are those groups that are defined as operational in nature, meeting to determine best ways to implement previously agreed upon policies and responsibilities. They strive to ensure areas impacted by approved governance policies or directives align their operational efforts and facilitate communication among affected groups. Members serve based on their work assignments at the colleges. Major work groups of the district include the following:

- Chancellor's Cabinet
- Educational Technology (Ed Tech)
- Vice Presidents of Administrative Services
- Vice Presidents of Student Services and Deans of Student Services
- Vice Presidents of Instruction and Vice Presidents of Student Services
- Information Technology Deans
- Insurance Review Committee
- Reclassification Review Board
- District Research Council
- District Professional Development
- Safety
- SASTG (Student and Academic Task Group)

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## **Los Rios Governance Groups**

The Los Rios governance groups include the following:

- Chancellor's Cabinet
- District Academic Senate
- Senate Union Joint Issues Committee (SUJIC)
- Classified Collaborative Issues Committee (CCIC)
- Various collective bargaining groups

The Chancellor's Cabinet is responsible for reviewing proposed changes to district policies and regulations prior to their submission for board approval and coordination of the district's strategic planning efforts. In addition to senate representation, the cabinet includes representatives from collective bargaining units and college presidents. ARC members to these groups are appointed by their respective governance or collective bargaining leaders. See Appendix C.

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# Resource Allocation Processes

## Budgets, Professional Development Funds,

## Faculty Release and Reassigned Time,

### Staffing

Resource allocation decisions for funding, professional development, faculty release and reassigned time, and staffing all begin 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](#). The District Budget Committee is responsible for reviewing the district-wide budget and providing input to the chancellor.

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### Budgets

Once the funding resources are received by the college, the ARC [Budget Committee](#) is responsible for reviewing the college wide budget and providing input to the college president. Individual areas and committees are responsible for managing the allocations they receive. See page 27, Appendix J for more information.

While the [ARC Budget Committee](#) is responsible for overseeing the overall college budget, it assigns responsibility for certain types of funds to specific committees as follows:

Type of Funding	Assigned to:
College Goals and Objectives	President's Executive Staff (PES) and <a href="#">Planning Coordination Council (PCC)</a>
Professional Development funds	Professional Development Coordinating Committee (PDCC)

See Appendix D, page 21, and E, page 22.

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### Professional Development Funds

The college regularly receives professional development funding, faculty release time, faculty reassigned time, and president's release time as district allocations. On occasion, additional one-time only professional development funds are distributed to the colleges. Professional development funding, once received from the district and approved by the Budget Committee (with the exception of funding specified in the bargaining agreements), is given to the Professional Development Coordinating Committee (PDCC). The PDCC is a college level committee that includes members from faculty, classified staff, management and governance groups. Its primary role is to review the college's professional development budget and recommend an appropriate distribution of these funds to the committees listed below. These committees will determine, on a competitive basis, the recipients of their professional development funds. See page 23, Appendix F, and contact the chair of these committees for more information.

[Faculty Professional Development Committee](#)  
[Classified Professional Development Committee](#)  
[Management Professional Development Committee](#)

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## **Faculty Release and Reassigned Time**

Full time faculty members are eligible for both a Type A leave (sabbatical or release), and Type B leave (reassigned) time. The [Professional Development Leaves Committee](#) receives an annual allocation of FTE for both of these types of leaves, based on district allocations and upon the provisions of the LRCFT collective bargaining agreement.

The Professional Development Leaves Committee awards the Type A and B leaves on a competitive basis. Contact the committee chair for more information. See Appendix G.

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## **Staffing**

### **Full Time Faculty**

In late fall of each year, the District allocates the number of new tenure track faculty positions for each college. The college's planning and preparation for this allocation actually began the previous spring, when departments and areas in need of additional positions identified faculty positions as a needed resource in their [Educational Master Plans](#) (EMP).

In early fall, a college wide list of all department and area faculty requests are distributed to President's Executive Staff, Dean's Council and the Academic Senate. The Dean's Council and the Academic Senate independently determine a priority ranking for all of the requested positions and then submit their ranking to the president. The president then takes these lists under consideration when preparing the final priority ranking. See Appendix H.

### **Classified Staff**

Classified staffing positions are allocated to the college by the district, but not on a regular or predetermined basis. Consistent with the faculty requests, classified staffing requests are included in each departments and areas' EMP.

When an allocation of classified FTE is received by the college, the prioritization process is the responsibility of the President's Executive Staff (PES) with input from the Classified Senate and area deans. The president makes the final prioritization decision for classified positions. See Appendix I.

### **Management**

PES is responsible for the prioritization for all management positions. Input is sought from areas and governance leaders whose staff and constituents will be potentially impacted. The president makes the final prioritization decision for management positions.

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## **Other College Processes**

*This area is still “under construction”*

### **Computer Acquisition**

Faculty, See Appendix I.

Classified Staff, Managers and Student Computer Labs See Appendix J.

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# FREQUENTLY ASKED QUESTIONS (FAQs)

## Question

*How is faculty reassigned time allocated?*

## Answer

There are two sources of faculty release and assigned time.

- President's reassigned time
  - The College President is responsible for the allocation of their reassigned time.
- Faculty release and reassigned time
  - Faculty Professional Development Leaves committee is responsible for the allocation of Type A (sabbatical) and Type B (reassigned) leaves. Faculty must submit an application to this committee for consideration.

## Question

*How is funding for conference travel allocated?*

## Answer

Faculty

- Department or area travel funds.
  - Each department is allocated approximately \$100 per full time faculty member, but allocation of these funds varies by department. Check with your department spokesperson for details.
- College wide faculty travel funds
  - Faculty Professional Development committee is responsible for the allocation of funds for faculty travel to conferences. Faculty must submit an application to this committee for consideration.

Classified Staff

- Classified Professional Development committee is responsible for the allocation of funds for classified travel to conferences. Classified staff must submit an application to this committee for consideration.

Management

- Management Professional Development committee is responsible for the allocation of funds for management travel to conferences. Management staff must submit an application to this committee for consideration.

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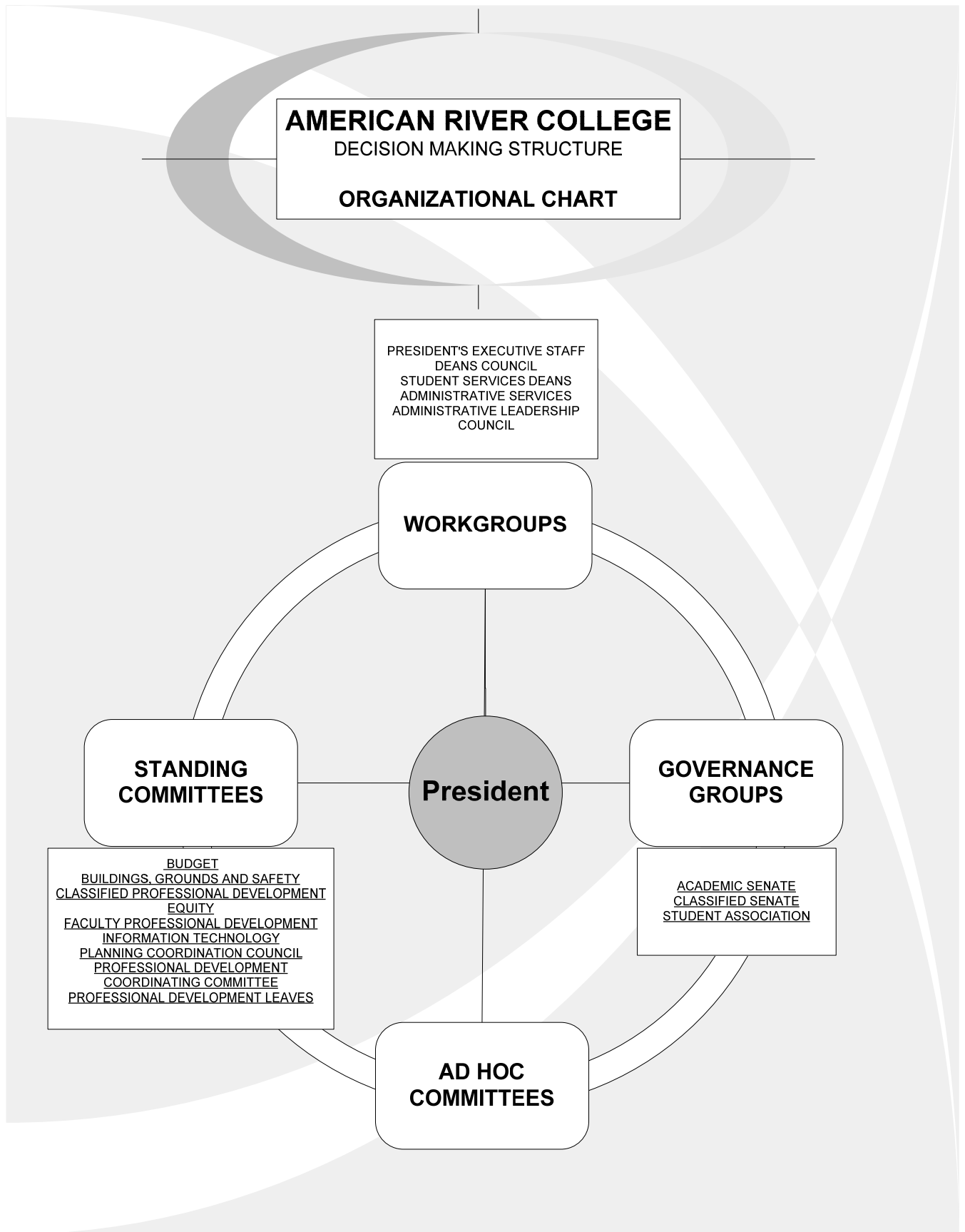


## RESOURCE LINKS

- [ARC Organizational Chart](#)
- [ARC Vision, Philosophy and Mission](#)
- [ARC Goals & Objectives](#)
- [Collective Bargaining Agreements](#)
- [Los Rios District Strategic Plan](#)
- [LRCCD Policies & Regulations](#)
- [California Education Code](#)
- [Policy 7612](#)
- [AB 1725](#)
- [Title V](#)

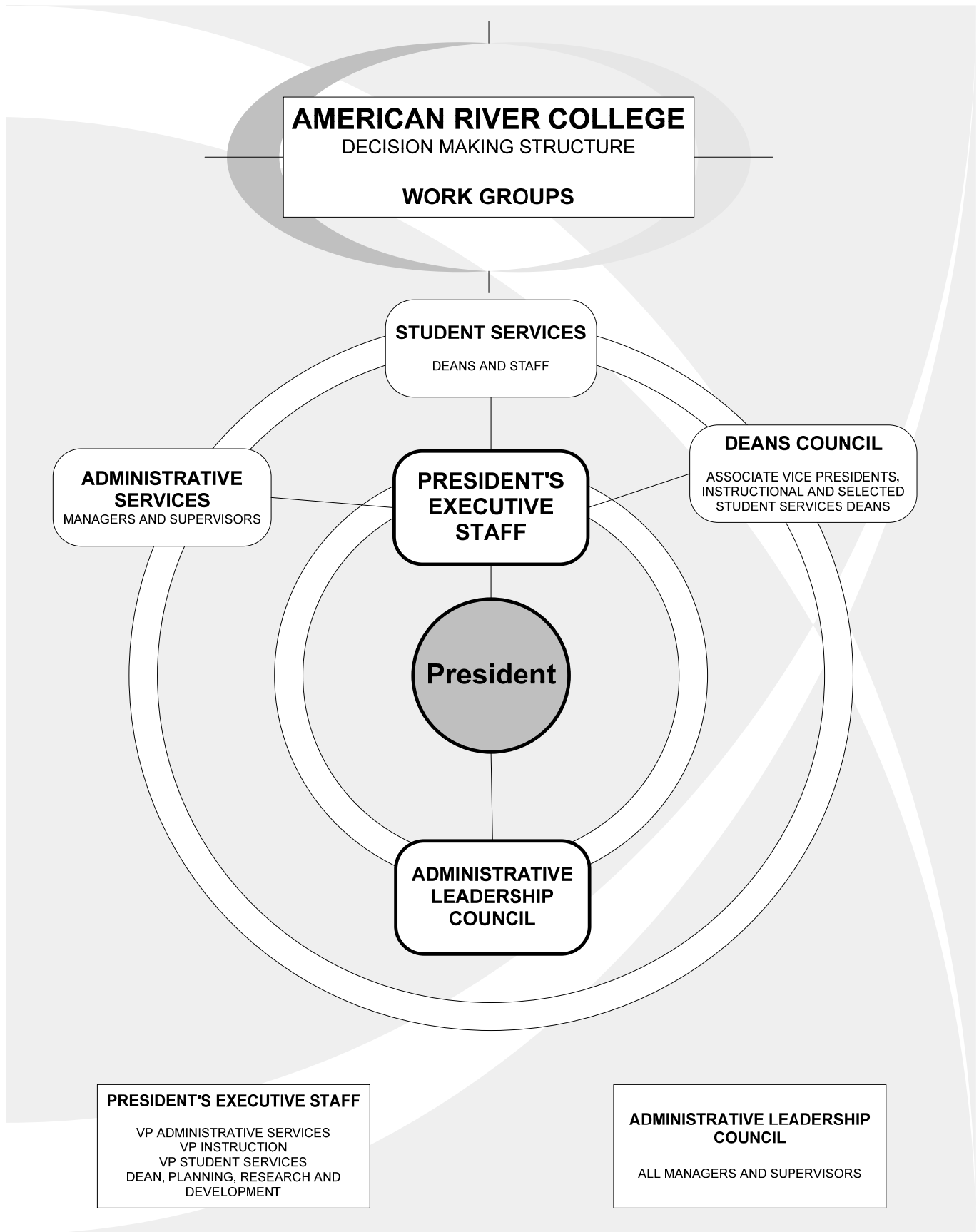
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# Appendix A



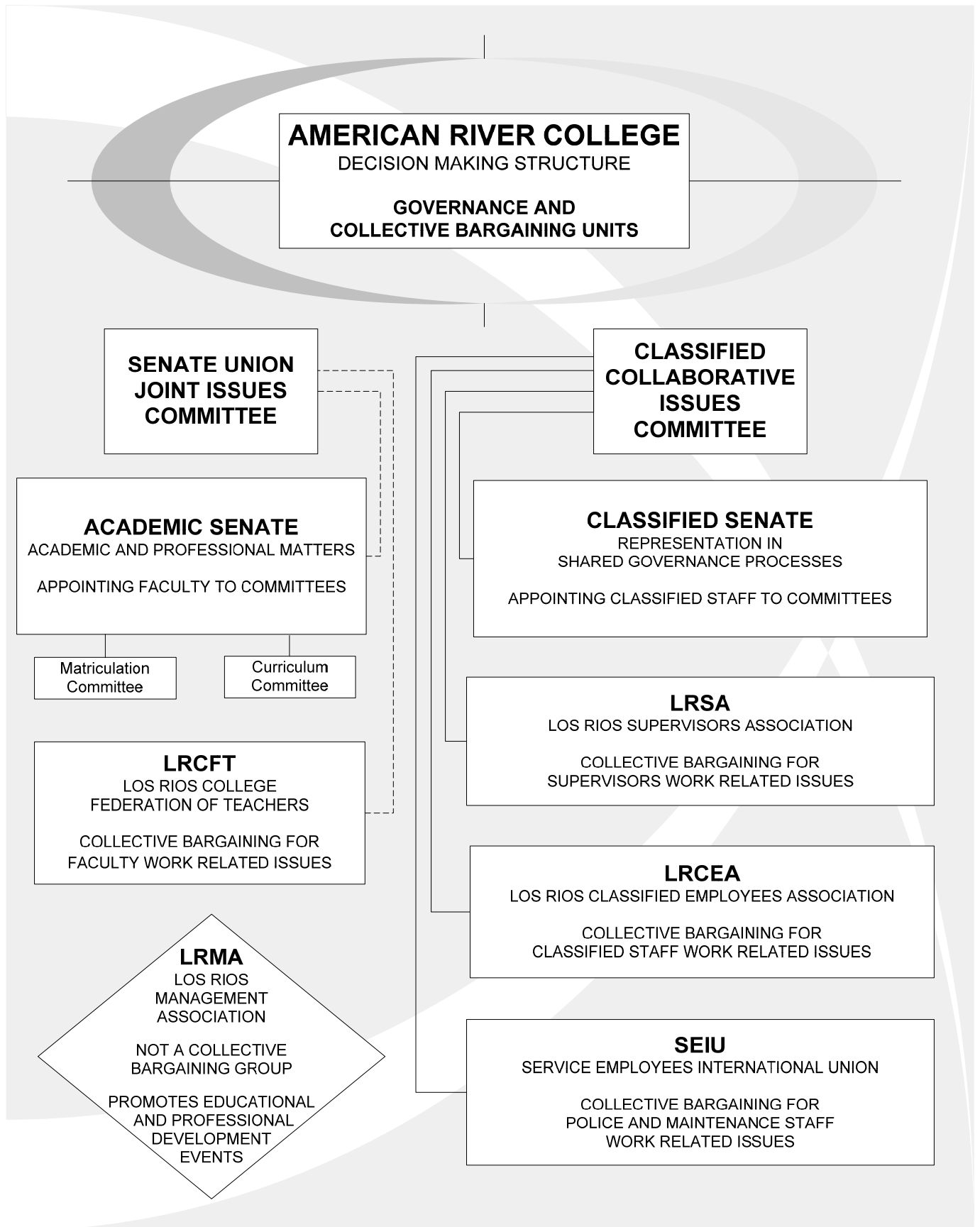
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# Appendix B



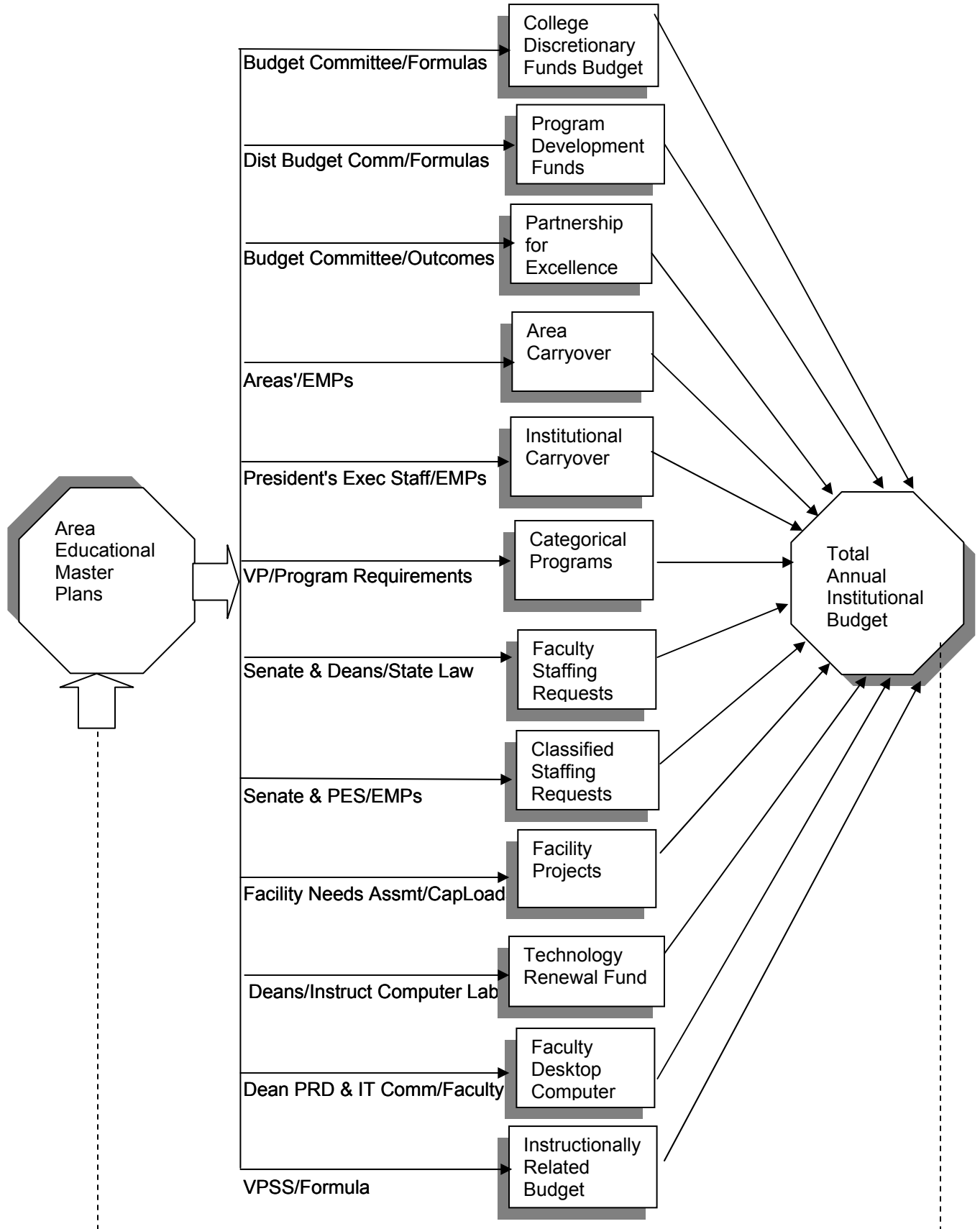
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# Appendix C



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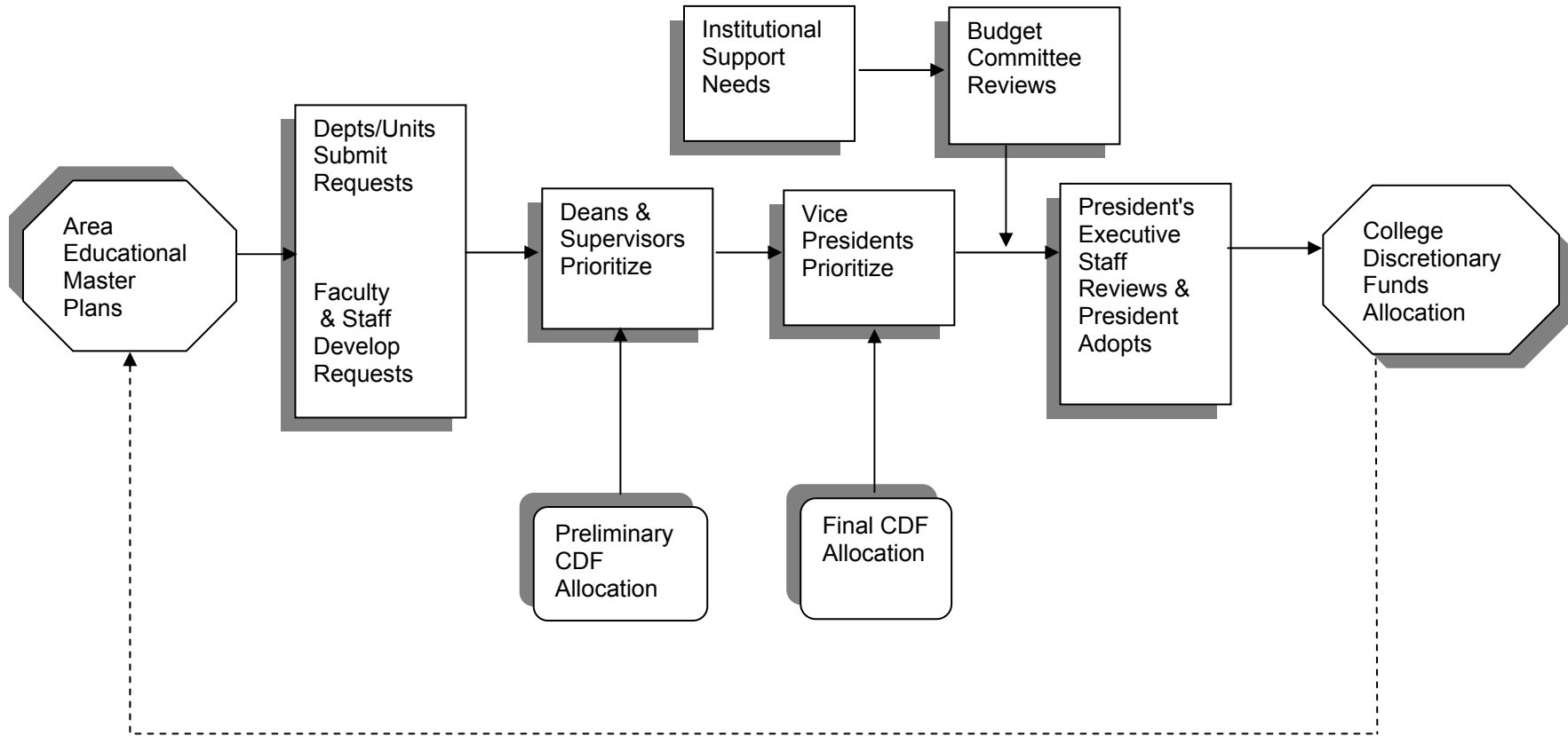
# Appendix D INSTITUTIONAL BUDGET SOURCES



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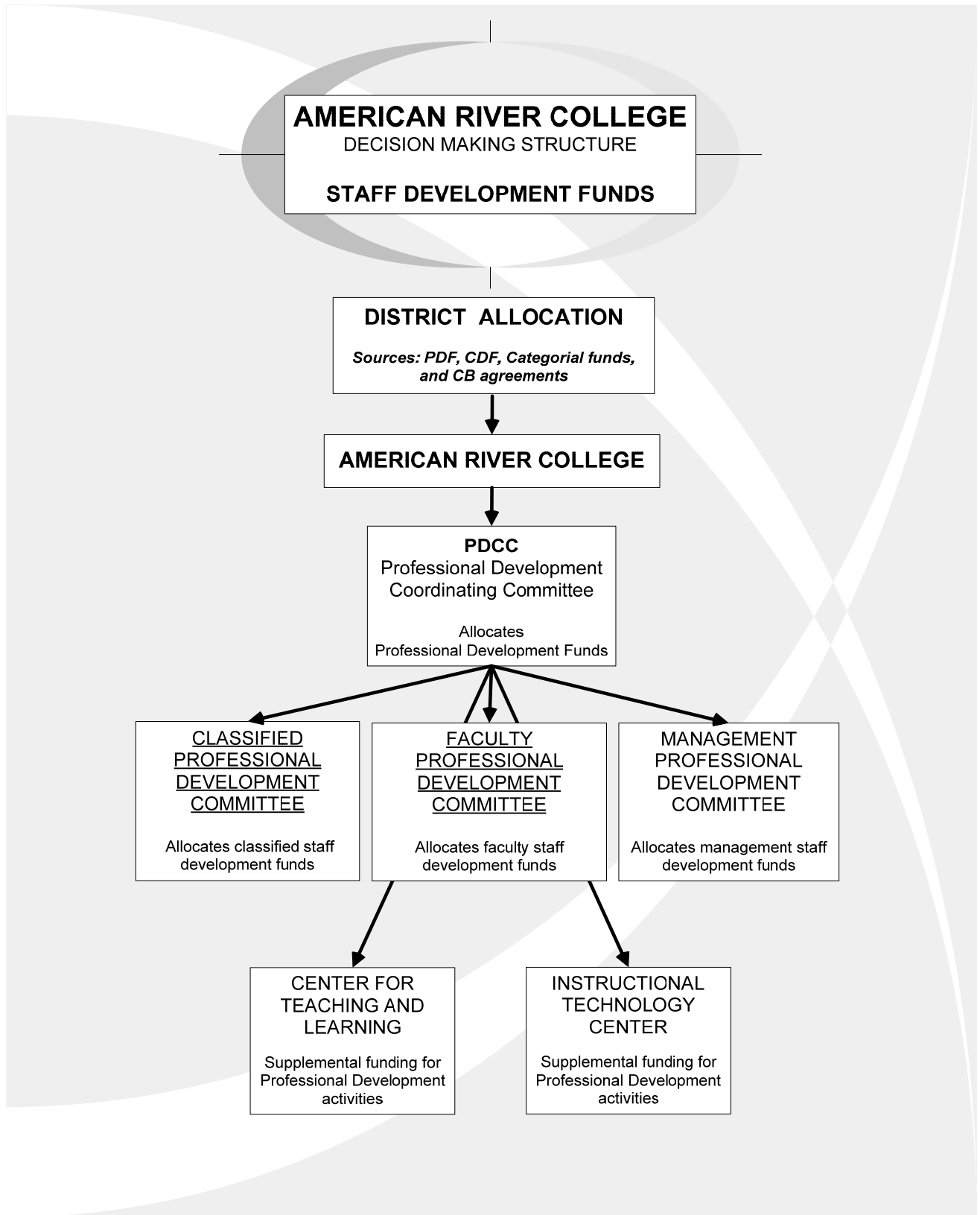
# Appendix E

## College Discretionary Funds Allocation Process



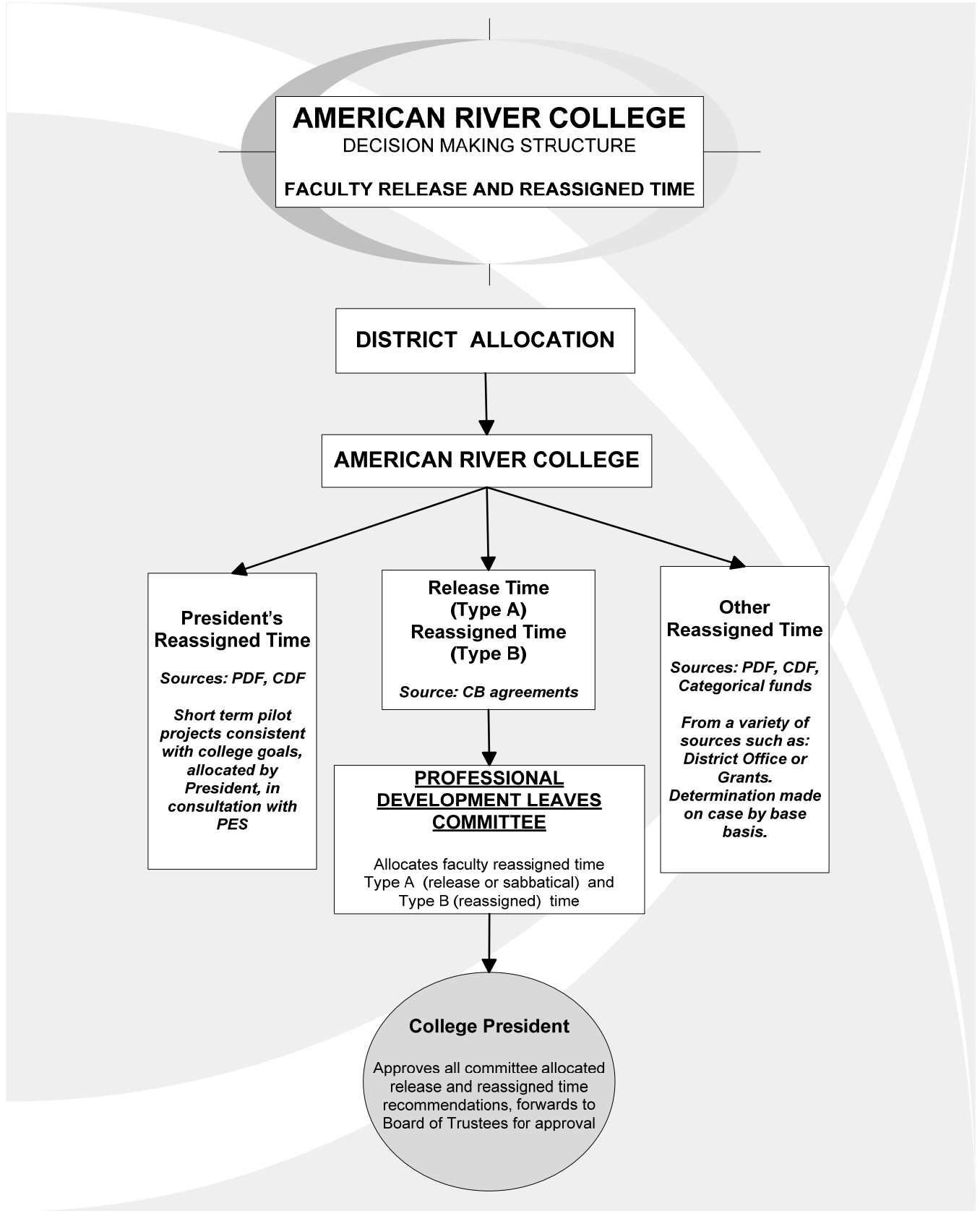
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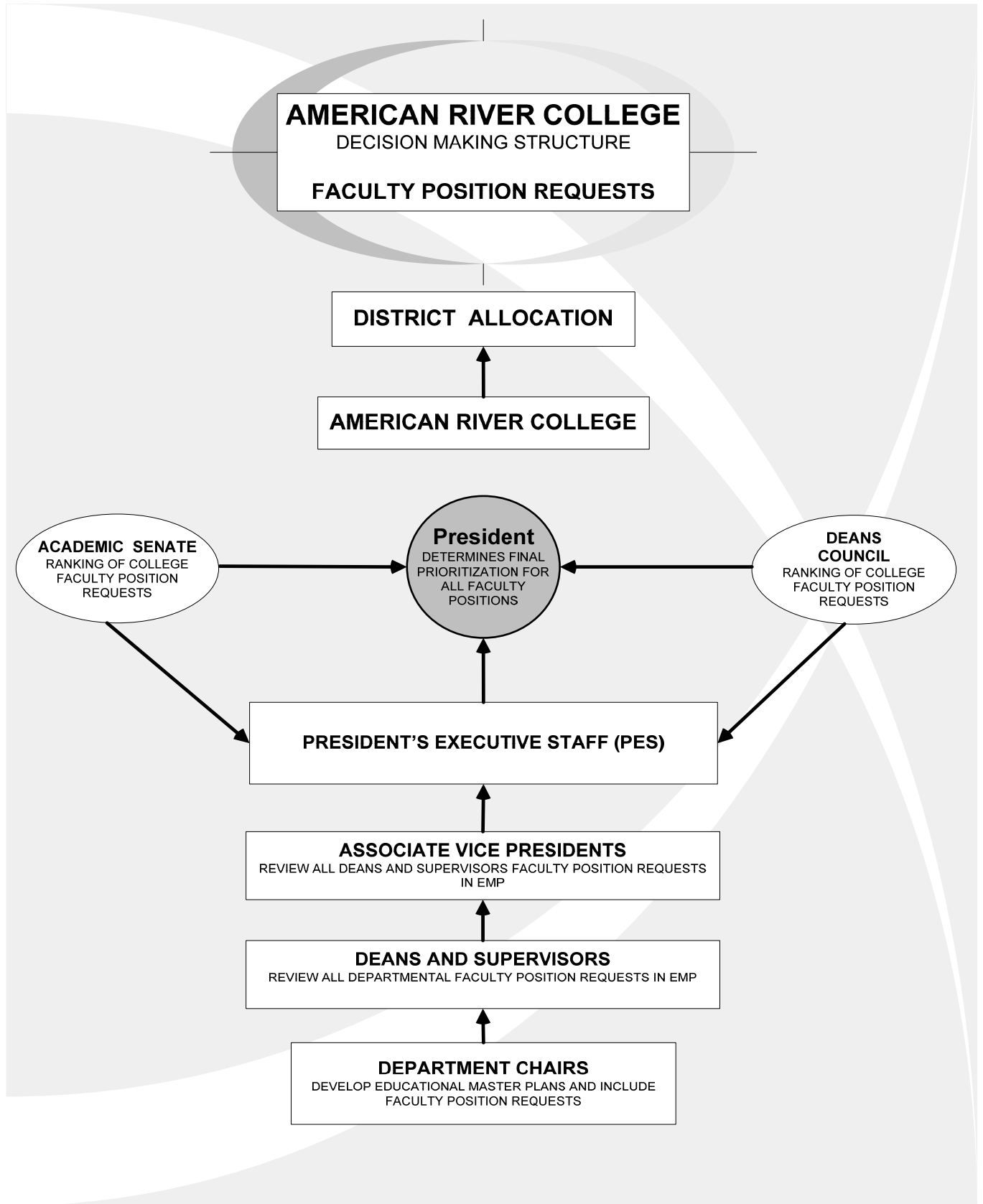
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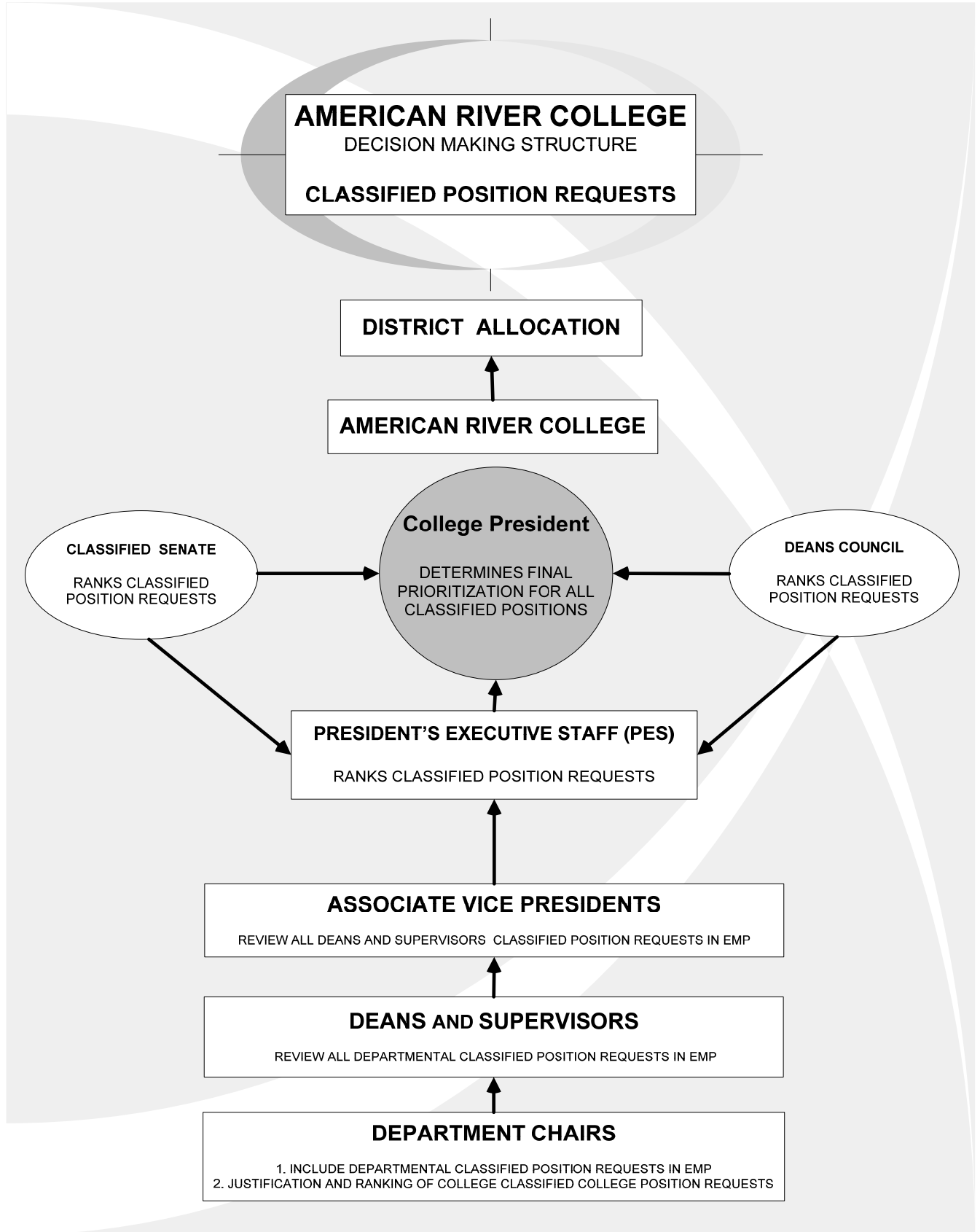


# Appendix H



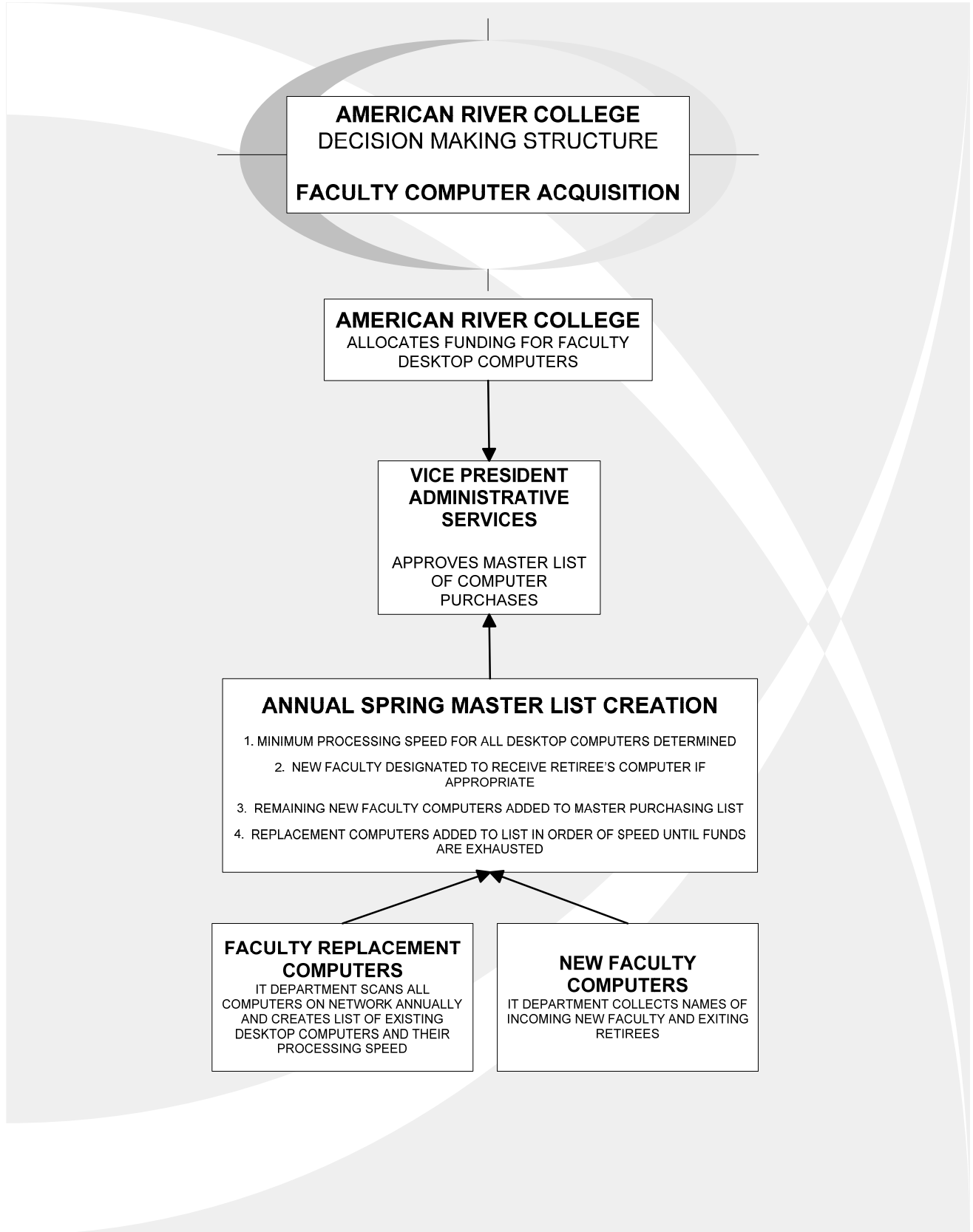
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# Appendix I



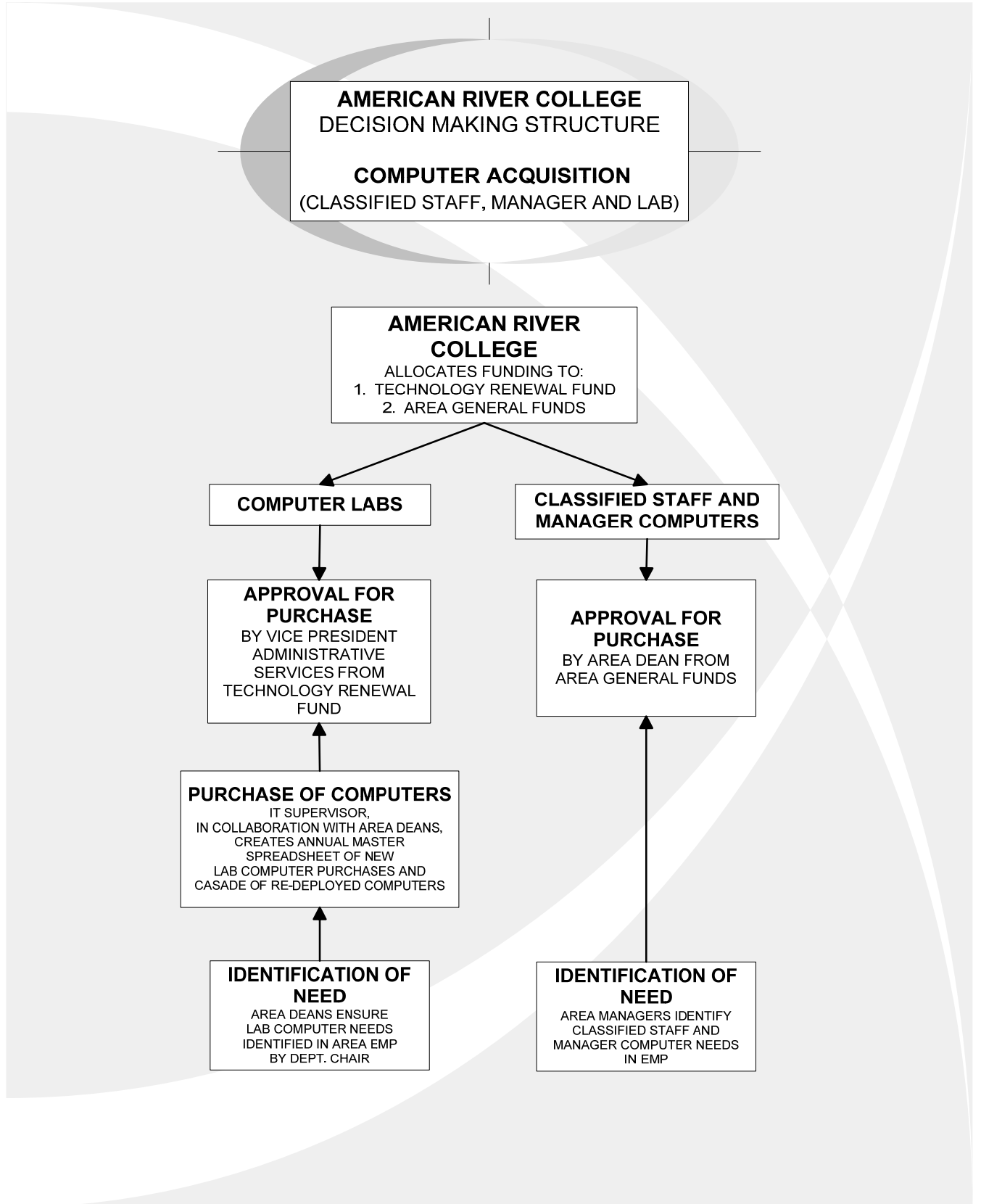
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## Appendix J



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