

**Decision Making**

**Our Commitment**

Individual Staff and Students lie at the heart of the entire decision-making process. The relationship between the college and these individuals provides the institu­tion’s essential purpose: to provide quality education to students and support for staff.

**Decision-Making at the College**

Each of us is connected to the college’s information-sharing and decision-making network on several levels, beginning with our own departmental work group. We meet regularly within our departments to gather input, consider ideas, plan, and in some cases make decisions pertaining to our own area of operation. When issues arise they are resolved directly whenever possible, or else referred with recommendations to our division dean or appropriate council for review.

We can also enter into the decision-making process through CCC’s college-wide network of councils, committees and taskforces. These groups are organized to promote free information sharing and gather the widest possible input from across the college community. Community input—through the Board of Education, the College Foundation, and committees that advise—is also an integral part of the college decision-making process at all levels. By drawing upon our collective strengths and engaging the community, we continue to provide quality education accessible to all students, adapt to changing needs, and remain accountable to the community we serve.



**Councils**

**Councils**

Councils serve a primary purpose of hearing issues and information across the college and may have decision-making/approval authority for committees coming to/reporting to them. Councils also consider recommendations by committees, review the status of the college’s institutional effectiveness measures and strategic plans, and examine other internal and external information. Based on these reviews and analyses, Councils may influence the college’s strategic priorities, develop a list of critical issues for future monitoring, and identify next year’s strategic focus.

Committees that have a college-wide purpose report to College Council. College Council may decide to refer issues to Presidents’ Council.

There are three councils in operation at Clackamas: Executive Council, Presidents’ Council and College Council.

**Executive Council**

Executive Council is a sub-group of the Presidents’ Council which meets weekly to resolve matters related to legal, personnel and collective bargaining issues; to frame and focus issues for Presidents’ Council, the Board of Education, and other college groups; and to make decisions where immediate action is required. Membership includes the President, Vice-Presidents’, and the Dean for College Advancement (Associate VP of Community, Business and Government).

**Presidents’ Council**

Presidents’ Council (PC) coordinates college-wide planning and communication, considers goals and strategic priorities, and makes final policy recommendations to the Board of Education. PC works closely with the Budget Advisory Group for general budget guidelines and strategic planning related to financial matters.

As Presidents’ Council receives regular updates, information items and items for approval through College Council, it cedes to that entity to ensure that all committees regularly review their charge, assign rotating "slots", and set terms to insure a broader representation and diversify committees.

Membership includes President, Vice-Presidents, Associate VP of Community, Business and Government, association leaders, the public information officer (PIO), and the chair of College Council.

**College Council**

College Council addresses operational issues across the college, hears committee reports, provides updates from other college-wide meetings, and serves as a forum for discussion of major college issues as they arise. As a general rule, those matters that would impact more than one department or division of the College are heard by College Council. College Council is an important vehicle for college-wide communication and information dissemination.

College Council maintains close connection with standing committees, internal advisory committees, task forces, and department chairs. Each committee chair and department chair has the responsibility for reporting to College Council on matters that would impact more than one department or division of the College. College Council also has the role of clarifying the role of each committee and asking for periodic reports from committee chairs.

Membership includes Deans, Association Representatives, two representatives from each division, and all other interested parties.



**Committees**

**Committees**

College-wide committees address college-wide issues and report to the College Council, which refers certain issues to Presidents’ Council. Clackamas Community College stresses the importance of involving representatives from all constituencies—Full-Time Faculty, Part-Time Faculty, Classified Staff, Exempt Staff, and Student Body (as appropriate)—to the extent possible, drawing upon the diversity of talents and perspectives embodied in the college community. There are several committees that require the emphasis of faculty involvement and thus have a majority membership of full-time faculty (as noted below by the \*). The eight (8) committees at CCC are:

* Curriculum Committee\*
* Access, Retention and Completion (ARC) Committee
* Instructional Standards and Procedures (ISP) Committee\*
* Campus Use and Development Committee (CUDC)
* Cultural Arts Committee
* Accreditation Committee
* Assessment Committee\*
* Information Technology Oversight Committee (ITOC) (within Education Resources & Student Technology (ERnST) subcommittee\*)

**Sub-Committees**

A subcommittee is created when there is significant overlap in the type of work of the larger group, yet there are reasons for people to work on different, though related, tasks. In such cases, the creation of two committees is required, whereby one will become a subcommittee of a parent committee. A subcommittee works on specific tasks and pieces of a larger committee’s work.

Membership consists of a secondary group or subdivision of the main committee.

As a commitment to ensure consistency with larger committee and sub-committee goals, all sub-committees and committees are recommended to meet each quarter or at least once a year.

**Leadership:** All committees have a chair. Duties of the committee chair include:

* Manage the committee's charge;
* Ensure the minutes are taken and posted;
* Maintain the meeting schedule;
* Ensure representation from constituencies working with associations and deans (Classified, Exempt, Full-Time Faculty, Part-time Faculty, and Students);
* Assign rotating terms/slots; and
* Ensure that each committee member is involved in the decision-making process.

**Membership**: All staff are encouraged to express interest in committee participation to their departments and associations. Most positions on these committees rotate membership every three years, and additional rotating terms are assigned as needed.

**Length of Membership:** A term of a committee member shall be on a 3-year rotation or defined within the committee’s description/by-laws. Committee membership shall be reported annually to College Council that includes the members name, title, constituency they are representing, and end of term date for each member.

**Reporting:** Committees report out to College Council both progress and completion results as the committee deems valuable or upon request. Because College Council is a place where ideas and activities are shared and considered by the college community, committees may be asked to report back after sharing information and hearing suggestions and feedback, and may even go on to report to Presidents’ Council as recommended by the chair of College Council.

Committees shall also report to College Council annually. The annual report, both in person and via template (see appendix A), shall include the following:

* Membership
* Scope of work since previous report
* Goal/projects of committee for up-coming year

**Website Management:** Each committee shall have a webpage on the CCC website. The webpage will be updated annually with the following information:

On a regular basis:

* Meeting agendas and associated documents
* Meeting minutes

On an annual basis:

* Membership, mission/charge, and rotations (if changes)
* Subcommittees, if applicable, and how the work is reported to and/or connected to the Committee work



**Establishing a New Council, Committee & Chair**

**Establishing a Council, Committee and Chair:** As the college continues to develop new or changing systems related to the strategic priorities and/or other mandates, new committees may arise or be needed. Additionally, as there are required changes to any of these structures we should also request to make such changes.

**How to Request a Committee (see Appendix B):**

* Interest Group Forms.
* Interest Group can inform key administrator and/or develop a charter if interested in committee status.
* Test #1 – Does interest/work cut across the entire college?
  + If answer is no, it becomes a workgroup.
  + If answer is yes, continue to test #2.
* Test #2 – Does work relate to current college function or priority?
  + If answer is no, it becomes a workgroup.
  + If answer is yes, continue to test #3.
* Test #3 – Is work already related or subordinate to another committee?
  + If answer is no, takes to College Council.
  + If answer is yes, it becomes a subcommittee or advisory group.
* Presents at College Council.
* Presents at Presidents’ Council.



**Changing a Committee**

**How to Make Changes to a Committee:** If there is desire to change the charter, scope, or purpose of a committee, the chair will redevelop the charter for submission and review by CollegeCouncil. It shall be heard twice, and then moved to Presidents’ Council for formal approval.



**Nominations/Selections**

**How to Select or Nominate a Chair:**

* For **Executive Council and Presidents’ Council** the presiding (chair) member is the President of the College.
* For **College Council** each year a new chair is selected from any of the persons at the college with the title of dean.
* For **Instructional Standards and Procedures (ISP)** any of the instruction and student services deans may serve as chair. This role is rotated amongst their membership.
* For **Curriculum Committee** the dean of curriculum, planning and research (CPR) shall serve as the oversight administrator and advisor. The chair is nominated from amongst the faculty membership and serves a two year term.
* For the **Access, Retention and Completion (ARC) Committee**, either the dean or associate dean of AFaC shall serve as chair.
* For **Campus Use and Development Committee (CUDC)**, the dean of campus services shall serve as the permanent chair of this committee.
* For **Information Technology Oversight Committee (ITOC)**, the dean of IT shall serve as the permanent chair of this committee.
* For the **Accreditation Committee,** the vice-president of instruction and student services (INSS) shall serve as the permanent chair of this committee.
* For the **Assessment Committee,** the dean of CPR (ask Bill) shall serve as the oversight administrator and advisor. The assessment coordinator will chair this committee.
* For the **Cultural Arts Committee**, a chair is nominated and selected from the committee membership on an annual basis.
* For **sub-committees**, chairs are selected from the sub-committee membership.
* For a **task force**, a chair is appointed by the creator of the task force.
* For a **workgroup**, there are no formal appointment procedures.



**Other Decision-Making Structures**

**Task Force**

A task force (ad hoc group, or special committee) is formed to accomplish one time or infrequently occurring tasks that have relatively short completion timelines, generally no longer than one academic year.

Executive Council or Presidents’ Council may establish task forces; or they may emerge within a division as necessary. The initiating group would assign a leadership chair. Membership is determined based on knowledge/expertise related to the specific task. Examples of a task force include College Council Recharge, Learning Center Task Force, and Lean 14.

**Workgroup**

A workgroup is comprised of individuals coming together to discuss, explore, research, and/or share information about common work, a specific subject of interest to the members, or even possible initiatives. Some workgroups are established related to the functions of an organization and some are established in an impromptu manner as needed by an organization. Workgroups function on an on-going basis as needed related to the task or expected outcome.

Membership is determined by purpose: members may share a common role such as Deans or Department Chairs or members may share a common interest such as Open Education Resources (OERs) or STEM opportunities for students. There may or may not be a chair, as work groups may often function in a shared leadership manner. Outcomes from workgroups may be reported to the assigned work/function area, to a committee or to the area supervisor. Examples of workgroups include ISS Deans, Joint Deans, Department Meetings, SWAG, or Key Users.

**Internal Advisory Group (not related to external Program Advisory Groups)**

An advisory group is formed to guide a committee, person, office, or function. An internal advisory group reports to a committee, and in some cases, a Vice President, Dean, or Director. Advisory groups will normally represent all appropriate constituencies and link with other committee/groups as necessary. Functions and outcomes will vary depending on each group's charge. The forming party will assign or identify an appropriate chair, if necessary. Membership does not necessarily have assigned/rotating slots. The advisory group chair will be responsible for managing the charge and membership. Examples of advisory groups include Scholarship, Financial Aid and Insurance.

**Internal/Department Work or Advisory Groups**

There are also a variety of internal/external working groups that may arise within departments or divisions that may not need to access the guidelines contained within this website. This categorization and the definition of the groups as mentioned above does not preclude any of those groups from forming.



**Duties of College Council Chair**

**Duties of the College Council Chair**

The primary considerations for the chair include:

* Access and understanding of the broad concerns of the college.
* Appropriate representative voice.
* Power to decide to delay or ask for more information.

The duties of the chair include:

1. The College Council Chair is accountable to Presidents’ Council.
2. Outreach to all committees for chair and members (in early fall).
   1. Ensure all committee’s membership is set.
   2. Ensure committee chairs are set.
   3. Ensure all members understand their role on committees.
3. Identification of appropriate minute-taker (most likely the dean’s administrative person).
4. Review of responsibilities with each chair of a committee.
5. Set bi-weekly agenda.
6. Determine items that should be held over for President’s Council review.
7. Ensure that appropriate discourse is followed and encouraged with an emphasis on development of understanding, and then consensus.
8. Ensure that summaries/minutes are completed in a timely manner and made available to the larger college.
9. If a small or non-representative attendance occurs, ensure that items are reviewed appropriately by all constituencies outside of the council meetings. If this is not possible, then hold over items for further consideration at another council meeting.



**Duties of the Director of Student Life and Engagement**

**Responsibilities of Director of Student Life and Engagement:**

1. Identify student ASG representatives to each of the College’s committees that require students.
2. Coordinate with each committee chair to clarify their responsibility to support and engage students in committee participation.
3. Attend initial committee meeting with each student representative.
4. Ensure student representative understands and produces information related to committee meetings for distribution.



**Duties of Members**

**Responsibilities of Each Member Related to Participation and Attendance in College Governance Groups:**

* Ensure attendance in all meetings (or send a representative).
* Take notes.
* Ensure reporting back to area or department.



**Appendices**

***Appendix A***

***Annual Committee Report***

**STANDING COMMITTEE**

**ANNUAL REPORT TO COLLEGE COUNCIL**

**Clackamas Community College**

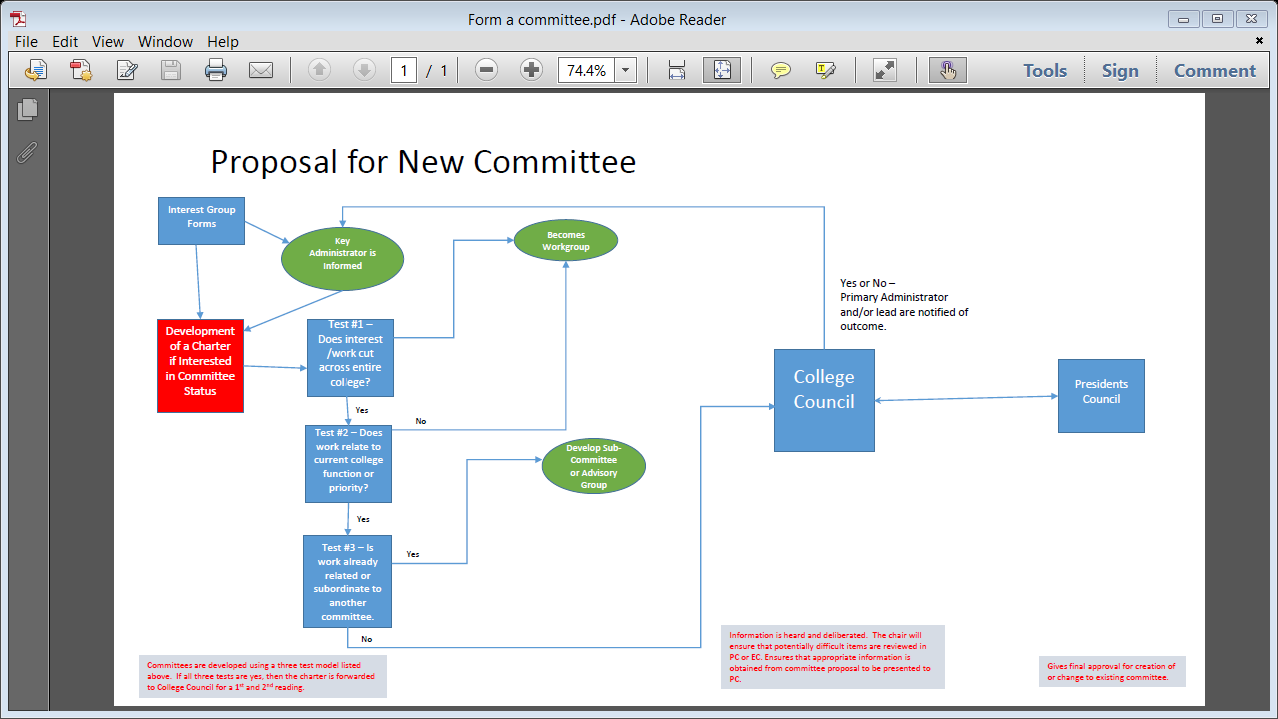
*DUE DATE*: *Submission Date*:

| ***Year***: | ***Committee Name****:* |
| --- | --- |
| *Committee Chair*: | *Committee Members*: |
| *College Council Liaison:* | |

|  |
| --- |
| *Location of Minutes:* |
| *Committee Meeting Schedule:* |
| *Committee Rotation Schedule:* |
| *Charge of Committee*: |
| *Mission Statement of Committee*: |
| *Goals/Objectives for Year:* |
| *Other Issues Dealt With, if applicable*: |
| *Outcomes of Year’s Goals and Objectives:* |
| *Current and Future Issues:* |

***Appendix B***

***Request to form a Committee (with Flow Chart)***



**A charter must include the following information:**

* **Mission/Charge**:
* **Purpose:**
* **Definitions:**
* **Meeting Schedule:**
* **Scope:**
* **Process:**
* **Relationship to Other Committees:**
* **Membership (include area of representation and length of service):**

***Appendix B-1***

***Charter Template***



Click here to enter text. **Committee Charter**

**Mission**

Click here to enter text.

**Purpose**

Click here to enter text.

**Definitions**

Click here to enter text.

**Meeting Schedule**

Click here to enter text.

**Scope**

Click here to enter text.

**Process**

Click here to enter text.

**Relationship to Other Committees**

Click here to enter text.

**Membership**

Click here to enter text.

***Appendix B-2***

***Sample Charter***



**Instructional Standards and Procedures Committee Sample Charter**

**Mission**

The Instructional Standards and Procedures (ISP) Committee is charged with the task of regularly reviewing as well as updating, adding and deleting the Instructional Standards and Procedures of Clackamas Community College. This committee works to maintain a fair and thorough process in the consideration, evaluation and decision-making related to Instructional Standards and Procedures.

**Purpose**

The Instructional Standards and Procedures Committee is part of the Clackamas Community College shared governance process. Instructional Standards and Procedures provide students and staff with information and procedures related to the students’ overall academic experience in enrollment, coursework, and degree and certificate completion at Clackamas Community College.

**Definitions**

*Standards:* rules or principles that are used as a basis for evaluation and judgment

*Procedures:* established ways of doing something, processes that are followed in a systematic way.

**Meeting Schedule**

The ISP Committee meets on the second and fourth Friday of each month from 8-9:30AM.

**Scope**

The ISP Committee is tasked with the following duties and responsibilities:

* Provide input to establish best practices regarding Instructional Standards and Procedures at CCC;
* Inform and consult with students, faculty, administration and enrollment/graduation services staff regarding Instructional Standards and Procedures
* Decide which Standards are priorities and in need of review based on need and a five year review cycle;
* Provide a process for bringing forth new standards
* Determine whether or not a policy should be included in the ISP Manual
* Maintain a list of the current status of all ISPs that includes subcommittee or workgroup assignments and target dates.
* Communicate additions and changes to the ISP Manual with all faculty and staff.
* Bring any new, revised, or deleted ISPs to the attention of College Council for adoption.

**Process**

* Review standards and/ or procedures in committee sessions, (new and existing).
* Establish subcommittees for a more focused evaluation
  + Gather input from additional college stakeholders/resources as needed
  + Review any associated legislation or other related external requirements
  + Bring revisions/recommended changes back to the full committee for discussion
  + Incorporate full committee feedback into a draft to submit to College Council
* Take the revised or new standard to College Council (two read minimum
  + If the standard is approved by College Council it is added to (or removed from) the Manual, if not,
  + It goes back to the Committee for further work and is brought back to College Council for Final Approval.
* When College Council approval occurs, it is added to (or removed from) the ISP Manual
* The new or changed Standard and/or Procedure is published on the ISP website where it can be accessed by the college community
* The new or changed Standard and/or Procedure is shared with faculty and staff by the ISP committee recorder and/ or the registrar.

**Relationship to Other Committees**

The ISP committee works in conjunction with the Curriculum Committee and reports to the College Council.

**Membership**

Membership on the ISP Committee shall have broad representation from all academic divisions at the college, and will include faculty, classified, administration and students. Some members will be considered permanent, while others will be on a one or three-year appointment, with membership staggered among the three years for continuity. Members will be appointed to the committee by their Dean. The number and allocation of members are listed in the following table:

|  |  |
| --- | --- |
| **Area of Representation** | **Length of Service** |
| **Chairperson** |  |
| Dean, Arts & Sciences | Not Applicable |
| **Institutional** |  |
| Ex officio member: Vice President of Instruction and Student Services | Permanent |
| Dean (or Associate), Arts & Sciences | Permanent |
| Dean (or Associate), Academic Foundations and Connections | Permanent |
| Dean (or Associate), Technology, Health Occupations and Workforce | Permanent |
| Dean, Curriculum, Planning & Research | Permanent |
| Curriculum Specialist, Recorder | Permanent |
| Registrar or Director of Student Academic Support Services | Permanent |
| Evaluations or Advising | Permanent |
| **Arts & Sciences** |  |
| Art, Music, Communication Studies | 3 years |
| Social Science or World Languages | 3 years |
| Science & Engineering | 3 years |
| Business & Computer Science | 3 years |
| Horticulture | 3 years |
| At-Large (Faculty) | 3 years |
| **Academic Foundations and Connections** |  |
| English | 3 years |
| Skills Development, ESL/PIE | 3 years |
| Math | 3 years |
| At-Large (Faculty) | 3 years |
| **Technology, Health Occupations and Workforce** |  |
| Manufacturing, Automotive | 3 years |
| Health Sciences | 3 years |
| Criminal Justice, Human Services, Education, Fire Science, Apprenticeship, Customized Training | 3 years |
| At-Large (Faculty) | 3 years |
| **Other** |  |
| Part-time Faculty Rep | Must be employed by the college during term |
| Classified Association Rep | 2 years |
| ASG | 1 year (or rotating) |

***Appendix C***

***Call for Agenda Items***

The next College Council meeting is scheduled for Friday, , from 12pm to 1:30pm in CC127.   If you have an agenda item and would like to present at this meeting, please reply **no later than\_\_\_\_ on** , with the following information:

* Presentation Topic
* Presenter(s)
* Discussion/Informational/Action
* Estimated Length of Time
* Presentation Materials in the Form of an Attachment

Also, please answer the following questions in your presentation:

1. Employee suggestions are sought out and used to improve the experience of students
2. There are processes in place for me to be involved in planning and decision-making with my service area/department
3. There is a spirit of teamwork and cooperation at this institution

* The topic was presented to a broad audience representing appropriate college constituencies. Please comment on this process.

***Appendix D***

***Committee/Council Flow Chart***

