# Decision-Making Process

Revised by PBC on May 15, 2024

The decision-making process at Cañada College allows each of the College's primary constituent bodies to participate in making recommendations to the College President. These bodies include:

- Academic Senate
- Associated Students of Cañada College (ASCC)
- Classified Senate/CSEA

The leadership of of these constituent groups appoint representatives to the following participatory governance groups where they collaborate with administrators in making recommendations to the College President and ensuring that the College adheres to its policies and procedures:

- Equity and Antiracism Planning Council (EAPC)
- Instructional Planning Council (IPC)
- Planning & Budgeting Council (PBC)
- Student Services Planning Council (SSPC)

The following organizational chart outlines their relationship, as well as the committees that report to them, in the decision-making process:
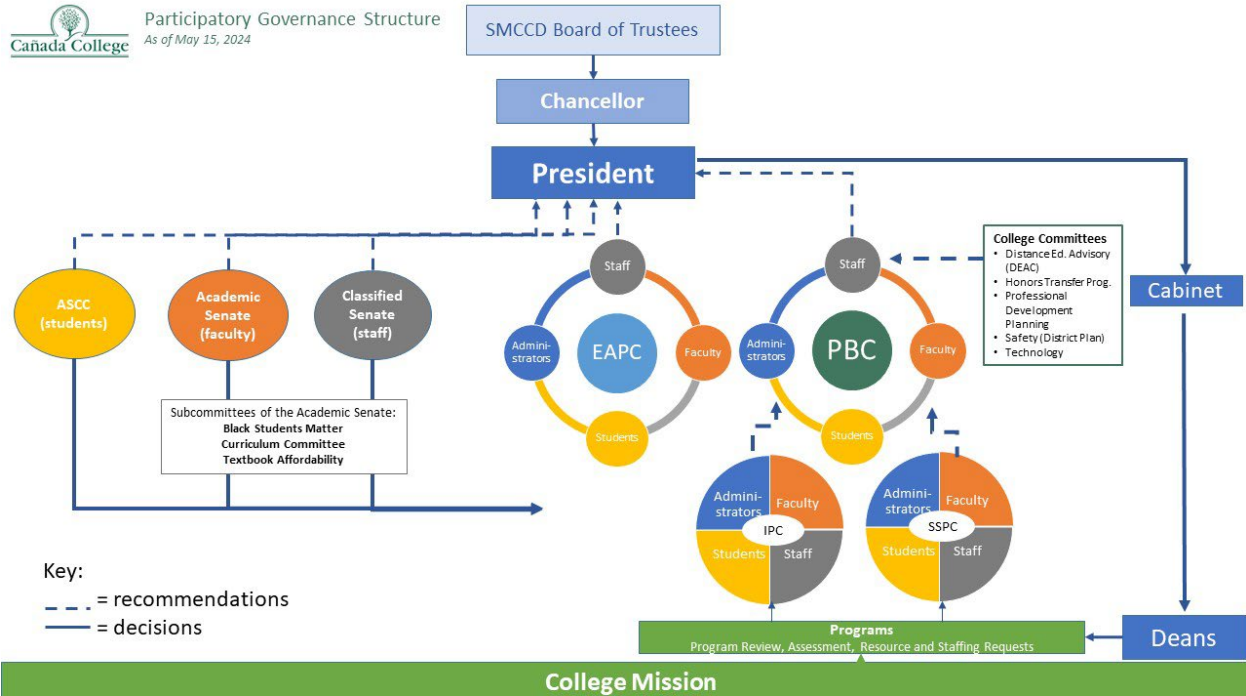
The three Senates, Planning and Budgeting Council (PBC), as well as the Equity and Antiracism Planning Council (EAPC), make direct recommendations to the President.

Recommendations from the EAPC or PBC are subject to approval by the College President. If the President does not accept the recommendation of the EAPC or PBC, the President or designee will return to the EAPC/PBC immediately following their decision and explain why the recommendation will not be implemented or forwarded to the Board of Trustees at said time. A written explanation of the decision will be provided. The approved recommendation(s) of the EAPC/PBC will be acted on or included in materials presented to the Board of Trustees, as the items are available.

The College's annual integrated planning and budgeting process involves each of the Senates, Councils, and Committees and begins with college-wide planning as well as program planning (via the College's program review cycle), followed by a resource and prioritization process, followed by budgeting and staffing decisions.

The College's Decision-Making Philosophy

The following philosophy applies to participatory governance, planning, program review, and budgeting:

1. To base decisions on data.
2. To make decisions with equity in student outcomes at the forefront as reflected in the College mission, vision, values, and goals..
3. To effectively integrate program review, planning, and budget.
4. To encourage widespread institutional dialog and reinforce the college value of transparency.
5. To base the participatory decision-making process on cooperation, trust, and shared values rather than confrontation.
6. To focus on issues that are institutional in nature and which affect the College as a whole.
7. To reach solutions that are made better through the expertise of the participants and made more acceptable through the participatory process.
8. To foster a climate of mutual trust, creative conflict resolution, and positive communication skills.
9. To communicate regularly and clearly with those stakeholders directly affected by decisions.
10. To effectively use time and resources by streamlining the processes to avoid duplication of effort.
11. To identify purpose, function, membership, and reporting relationships for each committee or work group.
12. To maintain reasonable balance and continuity of representation within each participatory governance group.
13. To expect representatives on committees to be familiar with committee functions, to be responsible for attendance, and to regularly consult and communicate with constituents.
14. The participatory governance process will be reviewed regularly by the PBC.
14. To consider equity as reflected in the College Integrated Plan.

Documenting governance dialogue

PBC Approved 12/16/15

Publicizing agendas and minutes

Agendas of all participatory governance groups are posted on websites and emailed to the entire college community. Those governance groups that are subject to the Open Meetings Act finalize their agendas and post them to the campus community within 72 hours of the meeting. Note takers at these meetings strive to capture the substance and spirit of conversations with as much detail as possible, using the note-taking guidelines from PBC. These minutes, once approved, are posted on the respective governance group's website.

Documenting dialogue

In cases where dialogue concerning a particular significant issue is spread out over a period of months and/or occurs between multiple governance bodies, the college creates a dedicated web page documenting and tracking the conversation in chronological order with links to relevant documents including processes, timelines, meeting minutes and college-wide communications. These pages are linked to the PBC, or other more appropriate, website. By collating documentation that exists in disparate locations we are able to show clearly the evidence of dialogue and communication that occurs among our participatory governance groups, the campus and our community.

Suggestion: add the proposed meeting minutes template below, once approved

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Decisions regarding externally-funded ~~and other temporary~~ positions

PBC Approved Dec. 16, 2015, revised and approved May 17, 2017

Step 1	Grant proposal<u>s</u> to create a new position <u>are</u>~~is~~ <u>submitted to</u>~~reviewed by~~ Cabinet <u>via an Intent to Apply form found on the Grants Website.</u>~~, or~~ Proposal to create a new temporary position is reviewed by Cabinet<u>.</u>
Step 2	<u>Grant-funded positions terminate</u> ~~A plan is prepared for what to do with the position~~ once funding is terminated. ~~(Note:~~ If the position is to be institutionalized when the external funding is terminated, the position must be proposed as a New General Fund Position and go through the corresponding review and decision process.)
~~Step 3~~	~~For temporary Fund 1, but not grant-funded, positions, PBC co-chairs review the proposal and provide recommendation to the College President.~~
Step 3~~4~~	Decision by the President
Step 4~~5~~	College President Seeks Board Approval
Step 5~~6~~	Planning & Budgeting Council is notified as an information item

Grant Development Processes

The process for developing grants from initial proposal, budget development, application and post-award processes are delineated on the college's Grant Development & Management website.

If a grant proposal commits the College to institutionalizing any positions or functions it must get approval from PBC prior to submission.

Institutionalization of grant-funded positions is delineated on the ~~Processes for Staffing Decisions page.~~ Personnel Decisions web page.

New position request and decision timeline (for new, non-temporary funding only)

Approved Dec. 5, 2012; revised Dec. 16, 2015, revised May 17, 2017; revised and updated by PBC May 4, 2022. Revised by PBC on October 18, 2023. Revision approved by PBC on November 1, 2023.

The table below provides an overview of the timeline and process. Detailed timelines are posted each semester on the PBC website.

Process/Steps	Deadline Dates
STEP 1. Submit Proposal Authors submit written proposals to dean/supervising administrator who forwards to VPI/VPSS. Proposals will posted on PBC website. New Position Proposals are located on the Program Review and PBC websites.	Late-October
STEP 2. Submit Presentations Authors submit PowerPoint slides to PBC Co-Chairs and Office of the President; presentations are posted on PBC website.	Early November
STEP 3. Presentation & Discussion All-governance group meeting hosted by PBC: presentations and group discussion of strengths and weaknesses for the position proposals. All members of the college community are invited to participate in the discussion.	Mid November
STEP 4. Senate Analysis of Faculty Positions Academic Senate reviews faculty positions proposals, prioritizes them and forwards their recommendations to PBC (information) and to the College President. Classified Senate reviews classified staff position proposals, prioritizes them and forwards their recommendations to PBC (information) and to the College President.	Early December
STEP 5. College President Decision College President announces decision on new positions after consultation with Cabinet. Announcement is college-wide.	December - January
STEP 6. College President Seeks Board Approval	January

Process/Steps	Deadline Dates
STEP 7. Screening Process Begins Academic Senate and CSEA appoint members to screening committees.	Late January
STEP 8. President Approves Additional Positions As new funding becomes available, College President selects positions for approval. President's decision is announced college-wide.	Until commencement of next Program Review cycle
STEP 9. Evaluate Program Review and Personnel and Non-Personnel Resource Request Process Evaluate the program review, personnel and non-personnel request requests processes as part of the College's annual evaluation of participatory governance processes (overseen by PBC).	April

Considerations for new classified/administrative staff include:

1. specific needs and duties of the position
2. alignment with the mission and strategic goals of the college
3. impact on the department or division
4. explanation of how the work will be accomplished if the position is not filled

Considerations for new faculty positions include:

1. alignment with the mission and strategic goals of the college
2. contribution to accomplishing program-level strategic action plans
3. contribution to program vitality and viability
4. evidence of student demand/enrollment/workload
5. support for the College meeting the statutory goal of having 75% of credit instruction hours taught by full-time instructors

New Position Proposal forms are located on the PBC website.

Decisions regarding vacancy/replacement positions

Updated on April 17, 2024 per PBC discussions and CSEA approval

The process described below is for Administrative, unrepresented Classified, and CSEA vacancy positions. For vacant faculty positions, see additional recommendations delineated in Academic Senate's Faculty Vacancy Process.

Step 1	• Employee submits notification of retirement or resignation to Human Resources
Step 2	• Department/Division (managers and classified staff) reviews the need for the position and prepares responses to the Hiring Replacement questions listed below
Step 3	• Cabinet reviews replacement requests and the responses to the questions below and makes recommendations to the President • Action taken by the College President • Human Resources notifies CSEA for classified positions within CSEA's purview, such as a lateral transfer or vacancy
Step 4	• If changes in staffing are recommended, PBC will be notified as an information item only

Questions to be Asked/Answered for Hiring Replacement of Non-Faculty Positions

1. Are there any special regulations such as law, Title 5, Education Code, Student Success Initiative or accreditation standards, etc. for the position?
2. Does the request support the goals of the Educational Master Plan or other strategic plans?
3. Do the data indicate a demonstrated program need?

Decisions regarding program improvement and viability

Approved Dec. 5, 2012

Note: Academic Senate is *responsible for program improvement and viability processes for instructional programs. Please see* *currently updating this process. More information can be found at* the *Academic Senate Website*.

Overall Principles of PIV

- Cañada's mission and college goals are guides
- IPC articulates a vision for Cañada College (long-range) to guide where we are headed with instructional programs
- SSPC articulates a vision for Cañada College (long-range) to guide where we are headed with student services programs
- For programs with faculty, the Academic Senate and Administration work closely together on the process
- A careful review of section scheduling and section reductions is used

Instructional Program PIV

Tools

- Faculty and Deans' knowledge of academic programs and schedules
- Course Overview Matrix maps every course at the college. It allows us to look at factors in our mission and goals.
- Identify every course offered and look at factors such as transferability; CSU/UC articulations; IGETC; Cañada AA/AS, Cañada AA-T/AS-T, and certificate; basic skills; ESL
- Look at percentages, section size, trends

Process

1. Deans work with faculty to look at section reduction, scheduling, program needs, etc.
2. IPC will review PIV and instruction plan
3. Conduct a PBC meeting and invite feedback from: Academic Senate President, IPC co-chairs, Curriculum chair, AFT President

Student Services Program PIV

Tools

- Faculty, staff and administrators knowledge of student services programs
- Data on use of the student services programs, to include such factors as: number of students served, trends, student success

Process

1. SSPC will review PIV and student services plan
2. Conduct a PBC meeting and invite feedback from: SSPC co-chairs, AFT or CSEA President (as appropriate)

Decisions regarding new program development

Approved Dec. 5, 2012

Note: Academic Senate is currently updating theis process for new instructional program development. More information can be found at the Academic Senate Website.

 Do we need a process like the below for any new non-instructional programs?

Consider Promise, Sparkpoint, and other programs that were brought to campus.

The process for developing new, non-instructional Fund 1 programs can be varied – it may be recommended by an individual within a department, a dean, a vice president or an outside mandate. The following is a "general" guide for how the process will work for creating new programs:

Step 1. The Idea

The idea for a new, non-instructional Fund 1 program is identified and a proposal is developed.

Step 2. Review by Dean/VP

The proposal for a new program is reviewed by the Dean, VPI or VPSS and feedback provided.

Step 3. Data and Financial Analysis

The Office of Planning. Research, and Institutional Effectiveness and the Business Office provides an analysis of the proposal presented.

Step 4. Review by Groups

The new program idea is reviewed by appropriate groups such as the Division, the Curriculum Committee, Academic Senate, and the relevant SSPC/IPC/APC. Planning Council.

Step 5. Review by Cabinet

The College Cabinet will review and discuss the proposed program.

Step 6. Review by PBC

The Planning & Budgeting Council will review the request for a new program and advise the President.

Step 7. Decision by the President

The President will review and make a decision about funding the new program.