

Table of Contents

Contents

INTRODUCTION	2
DISTRICT COMMITTEES	2
COMMITTEE RESOURCES	2
INTEGRATED PLANNING MODEL	3
INSTITUTIONAL EFFECTIVENESS SUMMIT	3
COMMITTEE MEMBER RESPONSIBILITIES.....	4
CHAIR RESPONSIBILITIES	4
COMMITTEE ROLE AND REPRESENTATION	5
ASSESSMENT COMMITTEE	5
BUDGET ADVISORY COMMITTEE	6
COLLEGE COUNCIL	7
DISTANCE EDUCATION PLANNING COMMITTEE.....	9
EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE	10
EXPANDED CABINET	12
FACILITIES PLANNING.....	13
INSTITUTIONAL EFFECTIVENESS	14
LIFE AND SAFETY	16
PROFESSIONAL DEVELOPMENT.....	17
PROGRAM REVIEW.....	18
STUDENT EQUITY PLANNING	19
SUSTAINABILITY PLANNING.....	20

Introduction

District committees support the College's integrated institutional planning process for ensuring institutional effectiveness. Planning committees are essential for strategic planning to guide institutional and program plans, and for information to flow from the Institutional Effectiveness Committee to the functional committees and vice versa. Other District committees act in an advisory capacity to strengthen services for students and staff.

This handbook documents committee roles and membership so that they can be easily located from one year to the next. Changes to committee roles or membership should be approved by the planning committee as well as the Institutional Effectiveness Committee and revised in this handbook.

This handbook is given to all new hires and is given to Committee Chairs at the beginning of each year.

District Committees

- Assessment
- Budget Advisory
- College Council
- Distance Education Planning
- Equal Employment Opportunity Advisory
- Expanded Cabinet
- Facilities Planning
- Institutional Effectiveness
- Life & Safety
- Professional Development
- Program Review
- Student Equity Planning
- Sustainability Planning

These committees serve a range of purposes, including advising senior leadership, informing strategic and operational planning, coordinating institutional initiatives, and supporting services for students and employees.

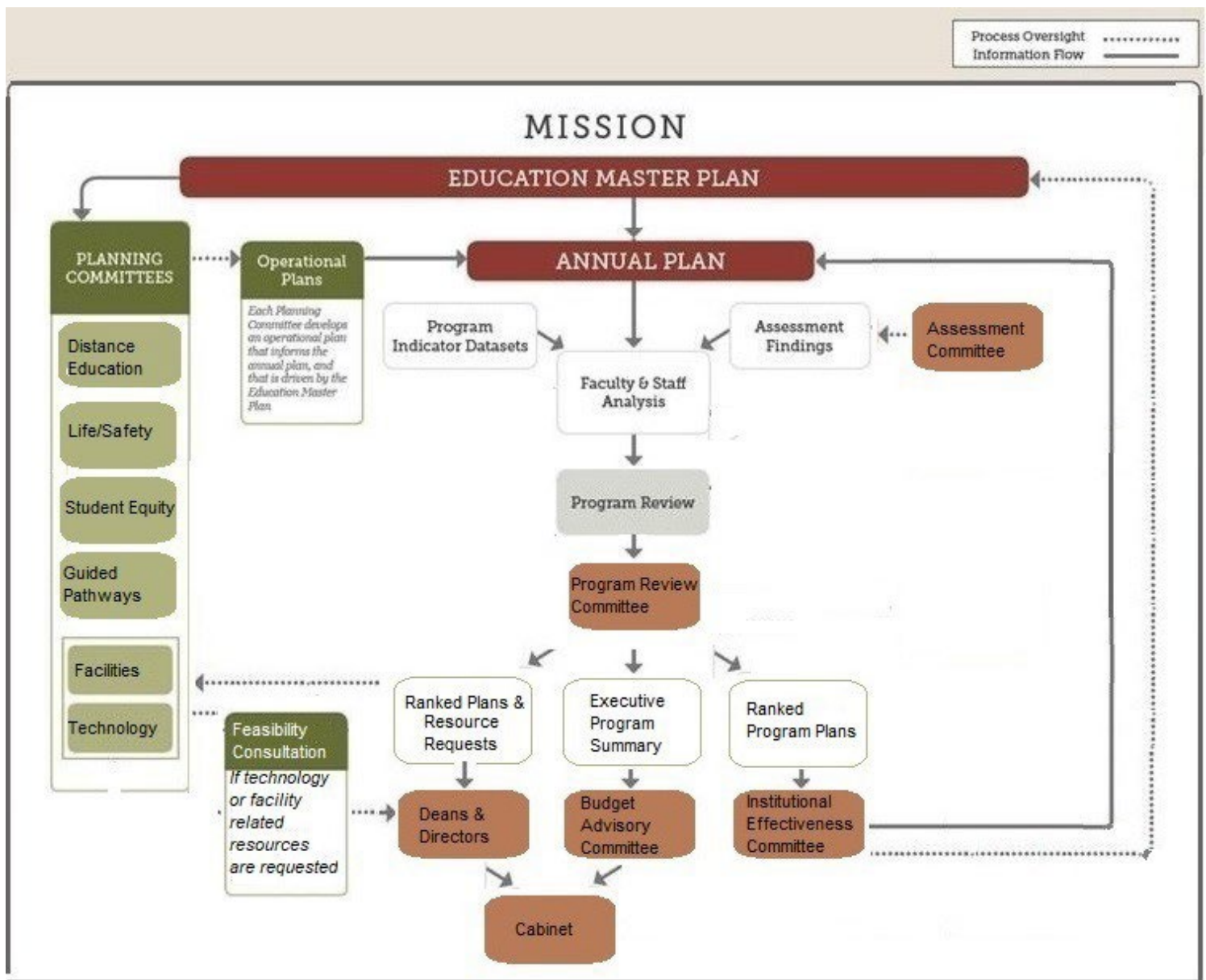
Committee Resources

Information about District committees is maintained by the Office of Institutional Effectiveness and updated annually in this handbook. As additional online resources are developed, they will be added to the College's website: www.redwoods.edu/fs/planning

Committee Chairs are responsible for communicating meeting dates, agendas, and materials to their members and for ensuring that information is accessible to the campus community.

Each month, committees submit a brief summary of their key work to the Committee Digest. The Digest offers a streamlined way to keep the District informed about committee activities without overloading faculty and staff with multiple emails. The Digest archive is available on the Diligent/Community website, where public documents such as Board of Trustees materials are stored, under "Document Library" → "General" folder → "Committee Digests": [College of the Redwoods - E-Resources](#)

Integrated Planning Model



Institutional Effectiveness Summit

The Institutional Effectiveness Summit provides a dedicated annual space for the College community to reflect on our progress, examine key data, and reconnect with our shared mission. It brings together faculty, staff, and administrators to review institutional outcomes and identify areas for improvement. The summit helps align our planning, assessment, and resource allocation efforts for the year ahead.

Committee Member Responsibilities

The responsibilities below outline the expectations for committee members and support the effective operation of the committee.

- Attend meetings regularly.
- Come prepared with any printed or electronic materials (e.g., agendas and attachments).
- Actively engage in committee discussions and activities.
- Communicate meeting outcomes to their respective constituencies.
- Participate in the annual committee evaluation survey.
- Be willing to take minutes when needed.

Chair Responsibilities

In addition to being a member of the committee, the chair has several important duties to make sure that the committee is organized and runs effectively.

- Ensure that committee appointments are confirmed and filled.
- Keep the committee's scope, membership, and supporting documents on the committee website up to date.
- Distribute agendas and accompanying documents to committee members at least one week prior to each meeting.
- Distribute draft minutes promptly after each meeting for review and corrections.
- Designate a committee member to take minutes.
- Serve on the Institutional Effectiveness Committee (IEC).
- Attend the annual Institutional Effectiveness Summit.
- Review and update any plans associated with the committee (e.g., DE Plan, Facilities Plan, Student Equity Plan) on an annual basis.
- Complete annual report-outs to the Institutional Effectiveness Committee and other groups, as required.
- Submit regular (e.g. monthly) Committee Digest updates that highlight key activities.

Committee Role and Representation

Assessment Committee

Scope

The Assessment Committee provides guidance to committees and individuals about how and why assessment should be conducted, facilitates discussions and decision-making related to assessment work, offers training in all levels of assessment, and helps to ensure that outcomes assessment is embedded in college processes as directed by the Accrediting Commission for Community and Junior Colleges (ACCJC), the Western Association for Schools and Colleges (WASC), the California Community College Chancellor's Office (CCCCO), the Academic Senate for California Community Colleges (ASCCC) and other accreditation and governance organizations. The committee coordinates collegial dialogue and ensures that the assessment process is ongoing and sustainable at the department, program, and institutional level. The Assessment Committee envisions a college in which regular outcome assessment, and the review and interpretation of relevant data, inform all levels of department, program, division, and institution planning toward the goal of improving student learning and success.

To support its mission, the AC provides guidance to related committees including, but not limited to, the Program Review Committee, the Curriculum Committee, and the Strategic Enrollment Management Committee. The Assessment Committee functions in close connection with the Program Review Committee and the Institutional Effectiveness Committee to review disciplinary, programmatic, and institutional assessment plans and to assist in the use and improvement of assessment toward increasing the quality of student learning. Through its annual planning cycle, corresponding with Program Review and the Integrated Planning Model, the Assessment Committee promotes continuous improvement toward student success.

Membership

#	Designation	Chair	Appointment
1	Assessment Coordinator	Co-chair	VPISD
1	Director of Institutional Effectiveness and Research	Co-chair	Ex. Officio
6	Five faculty from different Senate Divisions, one Associate Faculty Representative		Senate
2	Student Services Managers or Staff		VPISD
1	Administrative Services Managers or Staff		VPAS
1	Institutional Research Support		Ex. Officio via Supervisor Approval
1	Administrative Support		Ongoing via Supervisor Approval

Terms

Appointments are for two years.

Related ACCJC Standards

Standards 1.1, 1.2, 1.3, 1.4, 2.2, 2.3, 2.4, 2.6, 2.7, 2.8, 2.9

Budget Advisory Committee

Scope

The BAC's charge is to review and analyze available data to recommend both annual and long-term budget priorities. The BAC also plays a role in monitoring the alignment of annual budget and multi-year forecast to the Annual and Education Master plans. A Budget Advisory Calendar has been created which will coordinate with the Integrated Planning timeline.

Membership

#	Designation	Chair	Appointment
1	Vice President of Administrative Services or designee	Co-chair	Ex. Officio
1	Faculty	Co-chair (1)	Academic Senate
1	CRFO president or designee		Ex. Officio
1	Chair of Institutional Effectiveness Committee		Ex. Officio
1	CSEA steward or designee		CSEA
1	Chair of Enrollment Management Committee		Ex. Officio
1	Faculty from transfer disciplines		Academic Senate
1	Faculty from CTE disciplines		Academic Senate
8			

Terms

Appointments are for two years.

Related ACCJC Standards

Standard 3: 3.4, 3.5, 3.6, 3.7, 3.10

College Council

Scope

The Redwoods Community College District is committed to the creation of participatory governance structures which are efficient, effective, and which allow for broad participation in the decision-making process. The District seeks to build understanding and trust among various groups in the College through open collaboration and shared responsibility. The College Council is a district-wide constituent-based collegial consultation body that includes representatives from all of the District's constituent groups. College Council helps ensure that policies and procedures are developed and revised following the collegial consultation process and all relevant constituent input is given due consideration.

College Council receives drafts of policy and procedure from the appropriate constituents, reviews and suggests revisions when appropriate, and either sends these documents back to the constituent group that wrote it for any necessary revision or can, if deemed appropriate, create an ad hoc committee (or a subcommittee) for revisions to drafts or resolution of competing drafts. College Council shall seek all constituent's input on the proposed board policy (BP) and/or administrative procedure (AP) before making a final recommendation by majority vote. Final recommendations by the College Council are sent to the President/Superintendent.

The President/Superintendent is responsible for taking revisions and new policies and procedures to the Board of Trustees for approval (BPs) or for informational purposes (APs). Members convey information from the Council to their constituent groups and from their groups to the Council. Members represent their constituents' views to the College President who serves as Council Chair. The Council serves to advise the College President before implementation of the recommendations.

Membership

#	Designation	Chair	Appointment
1	President/Superintendent	Chair	Ex. Officio
1	VP Instruction and Student Development		Ex. Officio
1	VP Administrative Services		Ex. Officio
1	Dean of Del Norte Education Center		
1	Chief Human Resources Officer		
2	Faculty		Senate
1	Faculty		CRFO
2	Classified Staff		CSEA
1	Manager		Management Council
1	Student		ASCR
1	Senior Executive Assistant to President	Recorder	Ex. Officio
13			

Terms

Appointments are for two years.

Related ACCJC Standards

Standard 1: 1.1, 1.2, 1.3, 1.4, 1.5

Standard 2: 2.1, 2.2, 2.3, 2.5, 2.7, 2.9

Standard 3: 3.1, 3.3, 3.4, 3.5, 3.6, 3.7, 3.9, 3.10

Standard 4: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6

Distance Education Planning Committee

Scope

The Distance Education Planning Committee plans and recommends innovative and creative opportunities that use distance learning to meet the diverse needs of the District's students. The committee engages with and makes recommendations to the District regarding the practical aspects of distance learning and technology-enhanced instruction. Like other planning committees, the DEPC regularly reviews relevant disaggregated data, provides annual plan items to the IEC, provides consultation for the practical implementation of the program review plans, and is responsible for maintaining a multi-year plan that aligns with the Education Master Plan.

Membership

#	Designation	Chair	Appointment
1	DE Director	Chair	Positional
1	Instructional Designer or Instructional Technologist		DE Director
1	Information Technology Director or Representative		Positional / IT Director
1	Chief Instructional Officer or Representative		Positional / CIO
1	Senate DE Committee Chair or Representative		Positional / DEC Chair
1	Chief Student Services Officer or Representative		Positional / CSSO
1	Student (optional)		ASPC
1-2	Enrollment Management Committee Representative and/or Guided Pathways Representative (optional)		Chair of EMC and/or Director of GP
1	Director of Admissions & Records or Representative		Positional / A&R Director
1	Director of Institutional Effectiveness or Representative		Positional / IE Director
1	Director of Student Accessibility and Support Services or Representative		Positional / SASS Director
1	Director of Adult and Community Education or Representative		Positional / ACE Director
X	Coordinators of Related Initiatives (such as Zero Textbook Cost) (optional)		Positional
10+			

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 1: 1.1, 1.2, 1.3, 1.4, 1.5

Standard 2: 2.1, 2.2, 2.6, 2.8, 2.9

Standard 3: 3.2

Standard 4: 4.1

Equal Employment Opportunity Advisory Committee

Scope

The Equal Employment Opportunity Advisory Committee (EEOAC) serves as an advisory body to the Equal Employment Opportunity Officer and the District, promoting fair, equal, and legally compliant employment practices. The Committee supports the implementation and continuous improvement of the EEO Plan in alignment with state and federal regulations and guidelines, monitors progress in equal employment opportunity, and provides recommendations for revisions as needed. It also communicates with the campus community to share information and ensure that employment practices align with the District's mission and contribute to positive outcomes for all students.

Membership

#	Designation	Chair	Appointment
1	Director of Human Resources/Equal Employment Opportunity /ADA officer	Chair	Ex. Officio
1	Faculty		Senate
1	Faculty		CRFO
1	Classified staff		CSEA
1	Manager		Management Council
1	Representative from Del Norte		
	Representative from the Klamath-Trinity Education Center		
1	Elevate Committee		Senate
1	Director of Institutional Effectiveness and Research		Ex. Officio
1	Student		ASCR
1	Administrator		President
11			

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 1: 1.1, 1.2, 1.3, 1.4, 1.5,

Standard 2: 2.4, 2.8

Standard 3: 3.1, 3.2, 3.3

Standard 4: 4.2, 4.3

Expanded Cabinet

Scope

Expanded Cabinet was established to ensure that all constituent group leaders are aware of and have the opportunity to discuss important issues facing the District. Expanded Cabinet provides a forum for open, honest dialogue between the administration and constituent group leaders and for all employee groups to introduce new ideas and anticipate future concerns.

Expanded Cabinet oversees the District's compliance with accreditation standards and eligibility requirements and oversees the integration of all District planning efforts.

Expanded Cabinet serves as the highest-level advisory group to the President and the Executive Cabinet regarding issues facing the District.

Membership

#	Designation	Chair	Appointment
1	President/Superintendent	Chair	Ex. Officio
1	Senior Executive Assistant to the President/Superintendent	Recorder	Ex. Officio
2	Academic Senate Executive Committee Members		Senate
2	CRFO Executive Committee Members		CRFO
2	CSEA Executive Committee Members		CSEA
2	ASCR Executive Committee Members		ASCR
2	Manager's Council Executive Committee Members		Management Council
1	Vice President of Instruction and Student Services		Ex. Officio
1	Vice President of Administrative Services		Ex. Officio
1	Dean, Del Norte Education Center		Ex. Officio
4	Instructional Deans		Ex. Officio
1	Director of Institutional Effectiveness and Research		Ex. Officio
1	Director of Marketing & Communications		Ex. Officio
21			

Terms

Appointments change every year due to changes in Executive Committee membership.

Related ACCJC Standards

Standard 1: 1.1, 1.2, 1.3, 1.4, 1.5

Standard 2: 2.2, 2.4, 2.8, 2.9

Standard 3: 3.5

Standard 4: 4.2, 4.3

Facilities Planning

Scope

The Facilities Planning Committee develops the Facilities Master Plan for the College of the Redwoods. This plan ensures that capital improvement priorities and projects are recommended based on their contribution to improving student learning outcomes and their alignment with the Annual and Education Master Plans. The committee also reviews and ranks resource requests from program review related to facilities.

Membership

#	Designation	Chair	Appointment
1	Director of Facilities Administration	Chair	Ex. Officio
1	Director of Institutional Effectiveness and Research		Ex. Officio
2	Faculty		Senate
1	Student		ASCR
2	Managers		Management Council
2	Classified Staff		CSEA
9			

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 3: 3.4, 3.5, 3.6, 3.7, 3.8

Institutional Effectiveness

Scope

The Institutional Effectiveness Committee at College of the Redwoods was established to enhance institutional effectiveness through ongoing systematic planning and continuous quality improvement efforts. The committee plays a pivotal role in holding the institution accountable for achieving its mission and goals and regularly reviews relevant, meaningfully disaggregated data to evaluate its progress and inform plans for continued improvement and innovation.

Responsibilities

1. **Institutional Planning:** Collaborating with key stakeholders to establish and review institutional goals and objectives, ensuring alignment with the institution's mission and strategic plan.
2. **Continuous Quality Improvement:** Ensuring the quality and integrity of academic programs and support services through cyclical review and assessment processes.
3. **Benchmarking:** Conducting benchmarking studies to compare the institution's performance with peer institutions and identify areas of strength and opportunities for improvement.
4. **Resource Alignment:** Aligning resource allocation with the college's planning processes.
5. **Accreditation and Compliance:** Ensuring compliance with accreditation standards and regulations.
6. **Communication and Transparency:** Facilitating communication and transparency regarding institutional effectiveness efforts among faculty, staff, students, and other stakeholders.

Membership

#	Designation	Chair	Appointment
1	President/Superintendent	Co-Chair	Ex. Officio
1	Director of Institutional Effectiveness and Research	Co-Chair	Ex. Officio
1	Chair, Assessment Committee		Ex. Officio
1	Chair, Budget Advisory Committee		Ex. Officio
1	Chair, Distance Education Planning Committee		Ex. Officio
1	Chair, Equal Employment Opportunity Advisory Committee		Ex. Officio
1	Chair, Facilities Planning Committee		Ex. Officio
1	Chair, Professional Development Planning Committee		Ex. Officio
1	Chair, Strategic Enrollment Management Committee		Ex. Officio
1	Chair, Student Equity Committee		Ex. Officio
1	Dean, Del Norte Education Center		Ex. Officio
3	Faculty (from different divisions)		Senate
2	Managers		Management Council
2	Classified Staff		CSEA
1	Confidential Staff		Supervisor Approval

1	Student		ASCR
1	Senate President (or designee)		Senate
1	Administrative Support	Recorder	Ongoing via Supervisor Approval

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 1: 1.2, 1.3, 1.4, 1.5

Standard 3: 3.4

Standard 4: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6

Life/Safety

Scope

The Life/Safety Committee develops the Emergency Preparedness Plan for the College of the Redwoods. This plan includes specific procedures for a campus emergency or disaster. The plan is developed by the committee to provide the basic structure and procedures necessary to cope with most emergencies or disasters.

Membership

#	Designation	Chair	Appointment
1	Chief of Police	Chair	Ex. Officio
1	VPISD		Ex. Officio
1	Sergeant of CRPD		Ex. Officio
1	Director of Facilities and Planning Maintenance		Ex. Officio
1	Manager of Maintenance and Operations		Ex. Officio
1	Director of Housing Operations		Ex. Officio
1	Dean DN		Ex. Officio
1	Payroll & Benefits Manager		Ex. Officio
1	Director of Athletics		Ex. Officio
1	Lead Campus Safety Officer		Ex. Officio
1	Campus Safety Officer, Del Norte		Ex. Officio
1	AOC, CRPD	Recorder	Ex. Officio
2	Faculty		Senate
1	Management Staff		Management
2	Classified Staff		CSEA
17			

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 3: 3.8, 3.10

Professional Development Planning Committee

Scope

In support of the College's mission and strategic planning goals to support staff and faculty development and instructional innovation, the Professional Development Planning Committee advises and helps implement a comprehensive professional development program to include assessment of needs, planning and evaluation of activities. While the Office of Human Resources continues to conduct and maintain records for required trainings (such as Safe Driver and Sexual Harassment Prevention), the PDPC oversees professional development opportunities beyond these requirements. The committee also considers activities suggested through all programs, services, disciplines, groups, and clubs in the District.

The committee meets monthly to discuss planning, scheduling, needs, and assessment and to ensure that proposed activities are linked to the college mission and goals. The committee is supported by the Office of Instruction and Student Development, and its two co-chairs are appointed by the VPISD. The committee is comprised of three staff representatives (appointed by CSEA), three faculty representatives (appointed by the Academic Senate), and three managerial representatives (appointed by the Management Council). Note: the co-chairs can but do not necessarily fill one of the seats reserved for the organizational position they hold. If they fill one of the seats reserved for the organizational position they hold, they represent the interests of that position and retain voting rights.

Membership

#	Designation	Chair	Appointment
2	Committee Co-chairs	Co-chairs, non-voting	VPISD
3	Faculty		Senate
3	Managers/Directors		Management Council
3	Classified and/or Confidential Staff		CSEA
1	Director of Institutional Effectiveness or Representative		Positional / IE Director
9-12			

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 1: 1.3, 1.4, 1.5

Standard 2: 2.2, 2.3

Standard 3: 3.1, 3.2, 3.3

Standard 4: 4.6

Program Review

Scope

The College of the Redwoods' Program Review Committee (PRC) leads and facilitates authentic assessment as it relates to student success and planning at the institution for all subject and service areas. The committee reviews Annual and Comprehensive Program Reviews that provide the strong foundation upon which College of the Redwoods develops, identifies, states, and documents quality improvement plans and goals including providing the direction of prioritization of funding and support needs as organized under the strategic planning objectives.

The purpose of the Program Review Committee is to review and evaluate annual and comprehensive program review documents for all subject and service areas. PRC finalizes each program review or annual planning document with an executive summary for the Integrated Planning Functional Committees (IPFCs) and for the District.

Membership

#	Designation	Chair	Appointment
1	Instructional Dean	Co-chair	VPI
1	Student Services Director	Co-chair	VPSS
5	Faculty (1 Health/Athletics/PE, 1 CTE, 1 MSBSS, 1 Counseling, 1 Del Norte At-Large)		Senate
1	Faculty Assessment Co-Chair		Ex. Officio
1	Student		ASCR
1	Director of Institutional Effectiveness and Research		Ex. Officio
1	Representative from Administrative Services		VPAS
1	AOA or AOC	Recorder	
12			

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 1: 1.3, 1.4, 1.5

Standard 2: 2.1, 2.3, 2.6

Standard 3: 3.4, 3.5

Standard 4: 4.6

Student Equity Planning Committee

Scope

The guiding principle of the Student Equity Planning Committee (SEPC) is to ensure the population of historically underrepresented students reflects and surpasses the ethnic and cultural profiles of communities served by the college. The annual actions are aligned with initiatives of institutional planning and college resources. The SEPC is tasked with producing an Executive Summary Report that describes actions that demonstrate evidence of progress toward achieving specified goals and implementing activities of the Student Equity Plan. The committee is charged with aligning these initiatives with institutional planning and college resources. Every submission cycle, the Student Equity Plan is created with action items that are driven by these goals.

Membership Guidelines: The committee shall consist of representatives from faculty, administration, staff, and students, ensuring broad representation across the college community. Membership may also include external stakeholders or experts as needed.

Membership

#	Designation		Appointment
1	Director, Multicultural Education Center	Chair	Ex. Officio
1	Director of IR or representative	Member	Ex. Officio
1	Director of SASS or representative	Member	Ex. Officio
1	Director of Human Resources or representative	Member	Ex. Officio
1	EOPS Representative	Member	EOPS Director
1	TRiO/Upward Bound Representative	Member	TRiO/Upward Bound Director
1	Veterans Program Representative	Member	
2	Faculty (1 from Instruction, 1 from non- teaching)	Member	Academic Senate
1	Instructional Dean	Member	VP Instruction
2	Student	Member	1 ASCR, 1 non-ASCR
2	KT Representative	Member	KT Manager
2	DN Representative	Member	DN Dean
1	NASSSP Manager	Member	Ex. Officio
15			

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 1: 1.3, 1.4, 1.5

Standard 2: 2.1, 2.2, 2.3,
2.4, 2.5, 2.6

Standard 3: 3.1

Standard 4: 4.6

Sustainability Planning

Scope

The Sustainability Planning Committee develops the Climate Action Plan for the College of the Redwoods. This plan ensures that sustainability improvement priorities and projects are recommended to meet the California Community Colleges Board of Governors Climate Action and Sustainability Framework, as well as based on their contribution to improving student learning outcomes and their alignment with the Strategic and Education Master Plans. The committee also reviews resource requests from program review related to sustainability.

Membership

#	Designation	Chair	Appointment
1	Director of Facilities Administration	Chair	Ex. Officio
1	VP of Administrative Services		Ex. Officio
2	Faculty		Senate
1	Student		ASCR
5	Managers		Management Council
2	Classified Staff		CSEA

12

Terms

Appointments are for a minimum of two years.

Related ACCJC Standards

Standard 3: 3.8, 3.10