


**[A] - Approve:** The Approve role is limited to the District Governing Board or President when approval is delegated to the chief executive. As the governing body of the College, they are responsible for authorizing key decisions made by the President, as well as for maintaining the overall welfare of the institution through their general, academic, and financial policy making functions.

**[D] - Decide:** The Decide role serves as the single point of accountability in the decision making process. This individual or group brings the decision to closure by resolving any impasses and committing the organization to implementing the decision. In some cases, the decision is not final until it is approved by the Board.

**[R] - Recommend:** The Recommend role is for those who gather relevant input, provide expertise, analyze evidence, and propose a formal course of action--sometimes including alternative courses, complete with pros and cons--to ensure that the decision-maker has choices that are as clear, simple, and timely as possible.

**[I] - Input:** The Input role is strictly advisory and is responsible for providing relevant information so tht the Recommender and Decider can evaluate the facts and make the best decision.



**Conflict Resolution:** When a decision of major consequence results in disagreement, a protocol must be in place to ensure that all parties are heard. If, for example, the Decider disagrees with the recommendation submitted by the Recommending party, then every effort should be made to resolve the disagreement through dialogue. Failing that, the Decider will offer a written explanation of their decision, while the Recommender may, at their discretion, issue a dissenting position. This mechanism is in place as a matter of record, enabling the College to reflect on its decision making over time.