



Community College of Rhode Island

GOVERNANCE SYSTEM

Ratified May, 2008



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Preface

Section 16-33.1-3 of the General Laws of Rhode Island, with regard to curriculum and government at the Community College of Rhode Island (CCRI), states that "It shall also be the duty of the president and a committee of faculty, with the approval of the board of governors, to arrange courses of study, prescribe any qualifications for the admission of students and any rules of study, exercise, discipline, and government as the president and committee may deem proper."

Standard 3.1 (2005) of the New England Association of Schools and Colleges (NEASC) Standards on Accreditation provides that "The institution's system of governance involves the participation of appropriate constituencies and includes regular communication among them."

NEASC Standard 3.10 states, "Faculty exercise an important role in assuring the academic integrity of the institution's educational programs. Faculty have a substantive voice in matters of educational programs, faculty personnel, and other aspects of institutional policy that relate to their areas of responsibility and expertise." The American Association of University Professors (AAUP) Statement on Government of Colleges and Universities concurs.

AAUP recognizes that the best governance is based on an understanding of the community of interests and the value of joint effort. Two fundamental principles guide joint effort: " (1) important areas of action involve at one time or another the initiating capacity and decision-making participation of all the institutional components, and (2) differences in the weight of each voice, from one point to the next, should be determined by reference to the responsibility of each component for the particular matter at hand."

The National Education Association (NEA) in its most recent "Statement on Community College Governance" states, "Good governance necessitates the delegation of authority to each party to make decisions appropriate to its responsibility and to accept the consequences of those decisions." Such a system should be "equitable, reasonable, and consistent with the mission and goals of American community ... colleges."

With these parameters in mind, the Community College of Rhode Island hereby creates a governance structure that recognizes the primacy of the faculty in academic affairs while at the same time providing participation in policy- and decision-making processes for other members of the college community who serve the student population in numerous ways outside of the classroom and laboratory. Informing the design are the Founding Principles of the CCRI governance system.

Article I. Founding Principles of the CCRI Governance System

- Section 1.01 A college is responsible for developing its own governance system.*
- Section 1.02 A college governance system acts in an advisory capacity to the president.*
- Section 1.03 Governance systems should embody and support the college's mission and strategic plan.*
- Section 1.04 Governance systems are ideally organized around the work of the college rather than around employee groups. Thus, the organization of the governance components should be such that form follows function.*
- Section 1.05 Governance systems should support a commitment to diversity*
- Section 1.06 All college constituencies should have a role in governing the institution.*
- Section 1.07 Membership on college councils should be by election except in the case of appointed administrative personnel.*
- Section 1.08 College constituencies are identified as faculty, professional support staff, educational support professionals, their respective bargaining units, administration, students, and governing board.*
- Section 1.09 Governance systems should encourage and promote a wide range of opportunities for people to exercise leadership regardless of their official position at the college.*
- Section 1.10 Governance systems should provide the support necessary to allow the participation of all constituencies.*
- Section 1.11 Governance systems should clearly define the relationships among constituencies.*
- Section 1.12 Governance systems that are efficient and effective require free and open access to information.*
- Section 1.13 A governance system creates an archive which documents the history of the institution.*
- Section 1.14 Governance systems should effectively balance the need for timely, informed decisions with adequate time for participation in decision-making processes.*
- Section 1.15 Governance systems should ensure clear and transparent decision-making processes.*
- Section 1.16 Governance systems shall not interfere with matters articulated in the contracts between CCRI and unions or any other contractual relationship which may exist, which are inviolable.*

Note: Governance is not to be confused with the business of the college. Governance proposes policy whereas the *business* of the college involves the implementation of policies. For example, governance may recommend that hours for registration be extended during the first week of a semester; the business of the college is to assign work to specific staff members to cover those extended hours.

Article II. Design of the CCRI Governance System*

Section 2.01 By Rhode Island statute, authority to govern the Community College of Rhode Island is vested in the CCRI charter. The Rhode Island Board of Governors for Higher Education (RIBOGHE) delegates authority to execute the functions of the college to the college President. Ultimately, the RIBOGHE holds the President and the administration accountable and responsible for all decisions made.

Section 2.02 The President delegates authority to the college governance system while retaining final authority.

Section 2.03 The college governance system

- (a) governs the strategic directions of the college.
- (b) integrates the authority and expertise of faculty, professional and classified staff, administration, and students.

Section 2.04 Seven councils comprise the CCRI governance system. These councils

- (a) have the authority to effect the institution's mission
- (b) develop strategic plans and policies
- (c) are responsible for the institution's quality and integrity
- (d) ensure the participation of all institutional components in the decision-making process
- (e) establish and maintain appropriate and productive channels of communication among its members
- (f) incorporate diversity throughout its structure
- (g) ensure equality among the campuses
- (h) take advantage of the special expertise of its population
- (i) take into account student views when appropriate
- (j) ensure their own effectiveness
- (k) ensure compliance with accreditation standards

Section 2.05 The College Coordinating Council (CCC) reports to the President of the College and the Executive Team. It is composed of the chairs and vice chairs of the other six councils. This council coordinates the activities of the six other college councils as well as reviews matters referred to it by the college President for consideration. It is the body to which the six individual councils bring the distilled business of their councils for final consideration before referral to the President or return to the originating council for further deliberation. Organizing the councils around the work of the college, not around employee groups, ensures a functional and productive result. The councils reporting to the College Coordinating Council are the

*Refer to Figure 1

- (a) Academic Council
- (b) Business Council
- (c) Facilities Council
- (d) Institutional Planning Council
- (e) Student Affairs Council
- (f) Technology Council

- Section 2.06 Governance councils function at a strategic level. They are responsible for planning, developing policy, and evaluating the effectiveness of their activities. Operations and implementation are the responsibilities of the President and Executive Team.*
- Section 2.07 Each council follows established procedures for intra- and inter-council communication. In addition, each council is a venue for college-wide dialogue concerning issues relevant to its purview.*
- Section 2.08 Councils may establish and coordinate standing committees that deal with particular issues of importance within a council's scope of work. (Existing committees are incorporated into the Governance System.) Councils, as well as the President and the Executive Team, may also charter a task force when no appropriate standing committee exists to deal with a specific issue. Task forces disband upon completion of their mandate.*
- Section 2.09 Each Council has a charter that outlines its purpose, scope, and membership. In addition, each council is guided by a decision matrix which defines its authority and presents the system by which the council's work intersects with the work of other college constituencies.*

**PRESIDENT
&
Executive Team**



COLLEGE COORDINATING COUNCIL



ACADEMIC

BUSINESS

FACILITIES

**INSTITUTIONAL
PLANNING**

**STUDENT
AFFAIRS**

TECHNOLOGY



- Academic Advisory
- Academic Program Review
- Adjunct Faculty
- Audio-visual
- Chairs
- Curriculum Committee
- Distance Learning
- Faculty Evaluation
- General Education
- Learning Evidence
- Life-long learning
- Sabbatical review
- Student Academic Grievance
- Title III Design

- BONUS/PSA Committee
- Budget
- Capital expenditures
- College catalog
- Employee recognition
- External funding
- Little big audit
- Sabbatical review (PSA)
- Sick leave bank

- Auxiliary Services
- Emergency Response
- Environmental Health and Safety
- Learning spaces

- Calendar
- Governance
- Mission
- Non-academic Institutional Review
- Professional development day
- Strategic planning

- Advising and Counseling
- Athletics
- Student government
- Student grievance
- Student success

- ATAC
- Banner steering
- ISAC
- ITAC

FIGURE 1*

Revised 3/4/08

* List of committees may not be complete.

Article III. Roles and Responsibilities within the Governance System

Section 3.01 Through the implementation of a structure that maximizes participation, recognizes and values expertise, and places authority at the appropriate level, the CCRI governance system clarifies the roles of faculty, professional and classified staff, the President and the Executive Team, and students. Guided by involvement and contributions from all constituencies, the governance system is responsible for rendering decisions in a timely, transparent fashion. In recognition of these responsibilities and the time commitment required to meet them, the College is responsible for supporting participation in governance through provision of release or compensation time and/or stipend.

Section 3.02 Rhode Island Board of Governors for Higher Education (RIBOGHE)

- (a) The board of governors for higher education is responsible for the control, management, and operation of the Community College. (RI statutes, TITLE 16, Chapter 16-44, Section 16-44)

Section 3.03 President

- (a) The governance system recognizes the role and authority of the President of the college as being directly accountable and responsible to the board of governors for higher education for the educational leadership and effective management of the college's human, physical, and fiscal resources. The President's role includes but is not limited to:

- 1) Articulation of the vision and mission of the college*
- 2) Responsibility for recommending to the RIBOGHE a balanced budget and strategies that lead to fiscal stability*
- 3) Representation of and primary spokesperson for the college*
- 4) Development and maintenance of a climate in the college conducive to productive learning and effective teaching.*
- 5) Provision of leadership, direction, and guidance to the administration of the college including holding administrators accountable for completion and quality of work*
- 6) Assessment of the collective and individual performance of the Executive Team*
- 7) Approval of the proposals and actions of the Executive Team*

- (b) In the governance system the President is the final authority in the decision-making process, having the authority to accept or reject recommendations.

Section 3.04 Executive Team

- (a) The Executive team derives its authority from the President and implements the President's directives. The Executive Team comprises the vice presidents, associate vice presidents, director of institutional research, assistant to the President, others appointed by the President, and deans. Individually, the members of the team have responsibility for and accountability to their assigned areas. Collectively, they are responsible and

- accountable for considering the college as a whole and for making or recommending decisions that align the best interests of their divisions with those of the college in its entirety.
- (b) The role of the Executive Team as a body lies in the executive and administrative realms and, therefore, the Executive Team is not a constituency of the governance system. Instead, the Team may serve as members “by position” on the councils, that is, as *ad hoc* members whose role is advisory based on their specific area of expertise and responsibility.
- (c) In the administrative realm, the Executive Team is accountable and responsible for:
- 1) *Providing triage in day to day management*
 - 2) *Implementing operational systems and management*
 - 3) *Executing major initiatives of the college*
 - 4) *Implementing plans and policies*
 - 5) *Coordinating the implementation of plans, projects, and operations*
 - 6) *Collaborating with governance councils to assure that information is shared to inform decisions/recommendations*
 - 7) *Forwarding issues to governance councils according to their charters*
 - 8) *Advising the President on matters relevant to their areas of responsibility*
 - 9) *Assisting the President in formulating final recommendations to the board of higher education*

Section 3.05 Councils

- (a) It is the responsibility of each council to encourage and welcome input from all constituencies of the college and serve their interests.
- (b) The College Coordinating Council (CCC) coordinates the activities of the six college councils as well as reviews matters referred to it by the college's President for consideration. It is the body to which individual councils bring their distilled business for final consideration before referral to the President or return to the originating council for further deliberation.
- (c) The Academic Council is responsible for developing, reviewing, and evaluating academic policies for the college.
- (d) The Business Council is responsible for developing, reviewing, and evaluating college-wide budget and financial policy.
- (e) The Facilities Council is responsible for developing, reviewing, and evaluating plans and policies and setting directions for facilities management and use.
- (f) The Institutional Planning Council is the major college planning and policy body. It is responsible for strategic planning and college effectiveness.
- (g) The Student Affairs Council is responsible for developing, reviewing, and evaluating plans and for setting directions for student affairs in accordance with the vision, mission, and strategic plan of the college.
- (h) The Technology Council is responsible for developing, reviewing, and evaluating a college technology strategic plan and technology policies in accordance with the vision, mission, and strategic plan of the college.

Section 3.06 Council Members

- (a) Council members are responsible for
 - 1) *representing, consulting with, and reporting to their constituents.*
 - 2) *presenting the issues of their constituents to the council.*
 - 3) *working collaboratively with other council members and other councils as appropriate.*
 - 4) *participating fully in council work.*
 - 5) *ensuring the council charter is followed.*

Section 3.07 Committees

- (a) Committees function autonomously; they may be either contractual or not.
- (b) The work and authority of the non-contractual committees are grounded in the governance system.
- (c) The work and authority of the contractual committees are defined by contracts of the bargaining units. The business of contractual committees is outside of the authority of the council to which it is assigned.
- (d) Committees are grouped under councils based on commonality of interest.

Section 3.08 Faculty

- (a) Faculty have primary authority over academics including but not limited to
 - 1) *strategies and methods of instruction and assessment*
 - 2) *curriculum design*
 - 3) *course and program requirements*
 - 4) *faculty research*
 - 5) *roles, expectations, and interactions among teachers and students*
 - 6) *academic elements of student life*
- (b) The methods and processes for faculty and instructional department decision-making at the individual course and program level are well established and not the subject of college-wide governance except insofar as regulated by college policy and external constraints such as state law and accreditation. These principles are clearly articulated by the American Association of University Professors and the National Education Association. Faculty, as members of the bargaining unit Community College of Rhode Island Faculty Association (CCRIFA), also operate under contractual agreements not subject to contravention by this or any governance system.
- (c) Because every aspect of the college has an effect on the academic environment, faculty are given a broad presence in the governance system beyond the academic realm.

Section 3.09 Staff

- (a) Professional and classified staff
 - 1) *The primary responsibility of professional and classified staff is to support faculty and administrators and students in effecting the vision and mission of the college. Professional and classified staff bring to the governance system their expertise in operational, instructional, and technical areas. They have extensive knowledge of student needs, college processes and procedures, and professional standards and practices.*
 - 2) *Staff, as members of bargaining units (Community College of Rhode Island Professional Staff: CCRI/PSA and Community College of Rhode Island Educational Support Professional Association: CCRI/ESPA), also operate under contractual agreements not subject to contravention by this or any governance system.*
- (b) Non-union, non-administrative full-time permanent staff are represented in the governance system as members-at-large.

Section 3.10 *Students*

- (a) Participation in institutional governments provides students with both educational experience and the opportunity to be involved in the affairs of the institution.
- (b) Students have access to the system for participation within the limits of attainable effectiveness.

Article IV. OPERATIONS

Section 4.01 *Councils and Committees*

(a) Councils

- 1) *Each council has a charter that outlines its purpose, scope, and membership and a decision matrix which defines its authority and delineates the system by which its work intersects with that of other college constituencies.*
- 2) *Except for the College Coordinating Council each council annually elects from its membership a chair, vice chair, and a secretary. The chairmanship of the CCC rotates annually. The chair of the Academic Council must be a full-time, tenured member of the faculty.*
- 3) *Council chairs may fully participate in council discussions. In the event that a chair's participation undermines discussion, the chair passes facilitation to the vice chair or other member.*
- 4) *Councils conduct yearly self-evaluations, the results of which are sent to the CCC for review and/or recommendation.*

(b) Council Membership

- 1) *Chairs and vice chairs from each of the six councils constitute the membership of the CCC.*
- 2) *Membership on other councils is determined by*
 - i) the function of the council
 - ii) representation from all constituencies
 - iii) representation from all campuses.
- 3) *On each council the roles of the chair and vice chair are to*
 - i) develop agendas, review and revise minutes
 - ii) call meetings and establish location
 - iii) facilitate meetings
 - iv) ensure adherence to the scope of work
 - v) ensure that work plan is accomplished

- 4) *Council membership incorporates faculty, staff, and student representatives where appropriate. Administrators or their designees may serve on Councils as ad hoc members whose role is advisory based on a specific area of expertise and responsibility.*
 - 5) *Councils may also include non-voting members whose participation is necessitated by their position, that is, because their position is central to a council's work. They participate only as long as the particular council business requires their expertise.*
 - 6) *Elected council members serve for three-year terms, except for student members, who serve for one year.*
 - 7) *Members are elected by their peers in college-wide elections which are conducted by their respective unions in the spring of each year.*
 - 8) *For the purpose of staggering the terms of members elected to the councils, members selected in the first term of the governance system's existence are randomly selected to serve either one, two, or three year terms. Subsequent elections will be for three year terms.*
- (c) **Standing Committees**
- 1) *Standing committees belong to specific councils according to their commonality of purpose. (For example, the Academic Program Review and the Learning Evidence Team belong to the Academic Council.)*
 - 2) *Membership on non-contractual committees is voluntary.*
 - 3) *Committees conduct yearly self-evaluations, the results of which are sent to the parent council for review and/or recommendation.*

Article V. Decision-making Process

Section 5.01 The decision making process moves forward through a series of reciprocal conversations between the interested bodies. All interested parties strive to reach consensus.

Section 5.02 When a committee reaches consensus on an issue, the proposal is forwarded to the parent council for further deliberation.

Section 5.03 Possible subsequent actions

- (a) *When the parent council agrees with the consensus of the originating committee, the proposal is forwarded to the CCC. If the CCC agrees with the consensus it passes the proposal forward to the President and Executive Team for approval/implementation or return to the CCC. If the CCC does not agree with the consensus then it returns the proposal to the parent council. The parent council returns the proposal to the originating committee for additional work.*
- (b) *If the parent council and committee do not agree after three rounds of deliberation (i.e., after three consecutive meetings of each entity) and if the originating committee maintains the validity of its issue, the parent council must forward the issue to the CCC with its objections noted. Incorporated with the documents sent by the originating committee for passage to the CCC are:*
 - 1) *the committee's original proposal and its rationale*

- 2) *a history of its proposal deliberations*
- 3) *the reasons for the lack of consensus.*

Section 5.04 *In the event that consensus cannot be reached in the originating committee within its identified timeline, the committee presents majority and minority opinions to the parent council. The parent council considers the opinions and advises the originating committee on resolving the issue.*

Section 5.05 *When a council reaches consensus on an issue, formal notice is sent to the originating committee(s) and the proposal on which consensus has been reached is forwarded to the College Coordinating Council for further deliberation.*

Section 5.06 *When issues originate in councils, the decision-making process follows the same pattern of reciprocal conversations but between the originating council and the CCC and excluding the committees.*

Article VI. Communications

Section 6.01 *A governance web site is the host site of all council communications. All council agendas, minutes, and announcements are posted on this site*

Article VII. Meetings

Section 7.01 *Councils conduct their work from Opening Day in September through the spring graduation date.*

Section 7.02 *Councils meet monthly. Councils are responsible for establishing a fixed meeting date and time each month, taking care not to conflict with the meeting time of any other council.*

Section 7.03 *The yearly calendar for council meetings shall be published no later than June 1 on the governance web site.*

Article VIII. Agendas and Minutes

Section 8.01 *Agendas are published on the governance web site ten school days before the scheduled meeting. Adjustments to the agenda can be made no later than five school days prior to the meeting.*

Section 8.02 *Minutes are posted no later than ten school days after a meeting.*

Article IX. Councils

Section 9.01 Governance councils function at a strategic level. They are responsible for planning, developing policy, and evaluating the effectiveness of their activities. Operations and implementation are the responsibilities of the President and Executive Team.

College Coordinating Council

The College Coordinating Council coordinates the activities of the six college councils as well as reviews matters referred to it by the college's President for consideration. It is the body to which chairs of individual councils bring the distilled business of their councils for final consideration before referral to the President or return to the originating council for further deliberation.

Scope of work:

- Monitor the work of the councils
- Steer and assess the college system of governance including elections to governance councils.
- Coordinate and integrate the work of the councils
- Create and maintain an archive of the governance system
- Review and evaluate council business presented for deliberation
- Convene forums on college-wide business
- Disseminate College Coordinating Council information to the college community
- Formulate policy in collaboration with the governance councils
- Advise the President
- Ensure the college's alignment with all NEASC accreditation standards
- Ensure the resolution of grievances within the governance system

Membership:

- *Chairs of each college council (6)*
- *Vice chairs of each college council (6)*

COLLEGE COORDINATING COUNCIL														
		College Coordinating		Academic	Business	Facilities	Institutional Planning	Student Affairs	Technology		Legal	Unions	President	BOGHE
SCOPE														
1	Monitor the work of the councils	S,E,C		C	C	C	C	C	C		C	C	C	
2	Steer and assess the governance system including elections to governance councils	S,E,C,R		C	C	C	C	C	C				C,A,U	
3	Coordinate and integrate the work of the Academic, Business, Facilities, Institutional Planning, Student Affairs and Technology councils	S,E,C,R,U		C, R	C,R	C,R	C,R	C,R	C, R		C	C	A,U	
4	Review and evaluate council business	S,E		C	C	C	C	C	C				C	
5	Convene forums on college-wide issues	S		C	C	C	C	C	C				C	
6	Disseminate College-Coordinating Council information to college community	S												
7	Formulate policy in collaboration with governance councils	S,E,C,R,U		S,C, R	S,C, R	S,C, R	S,C, R	S,C, R	S,C, R		C,E, R,U	C,E, R,U	S,A,U	
8	Advise the President	S												
9	Ensure the college's alignment with all accreditation standards	S,E, R, U											A,U	

Matrix key:

- S: Source (initiate, prepare, analyze)
- C: Consult/advise throughout the process
- E: Evaluate
- R: Recommend
- U: Return for further deliberation
- A: Approval, final

Academic Council

The Academic Council is responsible for developing, reviewing, and evaluating academic policies for the college.

Scope of work:

- Engage in long-range academic planning
- Evaluate the effectiveness of long-range academic plans
- Align academic plans with college-wide planning
- Identify new instructional directions that align with the mission and long-range goals of the college
- Formulate academic policies, including those related to academic initiatives from internal and external sources
- Coordinate and integrate the work of functional committees
- Ensure the college's alignment with accreditation standards 4, 5, and 7

Examples of issues this council might address are academic forgiveness policy, Dean's List eligibility for part-time students, and distance learning.

Membership

- President of CCRIFA or designee (1)
- Faculty, one from each division, elected by CCRIFA (4)
- Chairs, elected by the chairs (8)
- Professional staff (1)
- Member-at-Large (1)
- Student (1)
- Additional members by position (*ad hoc* members whose role is advisory based on a specific area of expertise and responsibility, e.g., academic deans or designees, VP for Academic Affairs or designee, Associate VP for Student Affairs or designee)

Current standing committees:

- Academic Advisory Committee
- Academic Program Review
- Adjunct Faculty
- Audio-Visual
- Chairs
- Curriculum (contractual)
- Distance Learning
- Faculty Evaluation (contractual)
- General Education
- Learning Evidence Team
- LRC
- Lifelong learning
- Sabbatical Review (contractual)
- Student Academic Grievance (contractual)
- Title III Design

		Academic	Business	Facilities	Institutional planning	Student Affairs	Technology	Legal	Unions	College Coordinating	President	BOGHE
SCOPE												
1	Engage in long-range academic planning	S,E,R	C	C	C	C	C	C	C	E,R,U	A,U	
2	Evaluate the effectiveness of long-range academic plans	S,E,R	C	C	C	C			C	E,R,U	A,U	
3	Align academic plan with college-wide planning	S,E,R	C	C	E,C	C	C	C	C	E,R,U	A,U	
4	Identify new instructional directions that align with the mission and long-range goals of the college	S,E,R	C	C	E,C	C	C		C	E,R,U	A,U	
5	Formulate academic policies, including those related to academic support services	S,E,R	C	C	C	E,C	C	C	C	E,R,U	A,U	
6	Respond to academic initiatives from internal and external sources	S,E,R	C	C	C	C	C	C		E,R,U	A,U	
7	Coordinate and integrate the work of functional committees	S										
8	Ensure the college's alignment with accreditation standards 4,5,7	S,E,R								E,R,U	A,U	

Matrix key:

- S: Source (initiate, prepare, analyze)
- C: Consult/advise throughout the process
- E: Evaluate
- R: Recommend
- U: Return for further deliberation
- A: Approval, final

Business Council

The Business Council is responsible for developing, reviewing, and evaluating college-wide budget and financial policy.

Scope of work:

- Maintain a dialogue with the President concerning the development and implementation of budget
- Develop a college-wide budget
- Develop college-wide financial policies
- Develop a long-range financial plan
- Evaluate financial performance and the budget development process
- Evaluate the results of policies, planning, and the annual budget process, recommending changes as necessary
- Under the charge of the of the Vice president for Business Affairs establish operating policies to implement policy
- Coordinate and integrate the work of functional committees
- Ensure the college's alignment with accreditation standard 9

Examples of issues this council might address are auxiliary services policy, public relations, and marketing of the college.

Membership

- Professional staff, one from each campus (4)
- Classified staff, one from each campus (4)
- Faculty, one from each campus (4)
- Member-at-Large (1)
- Additional members by position (*ad hoc* members whose role is advisory based on a specific area of expertise and responsibility, e.g., VP for Business Affairs or designee, VP for Academic Affairs or designee, Associate VP for Enrollment Services or designee, Associate VP for Student Affairs or designee, Dean of Administration or designee, Director of Human Resources or designee)

Current standing committees:

- Bonus/PSA Committee
- Budget Committee
- Capital Expenditures Committee
- College Catalog Committee
- Employee Recognition Committee
- External Funding Committee
- Little Big Audit Committee
- Sabbatical Review Committee (PSA)
- Sick Leave Bank

		Business	Academic	Facilities	Institutional planning	Student Affairs	Technology	Legal	Unions	College Coordinating	President	BOGHE
SCOPE												
1	Interface with any and all offices in the college on issues of financial import	S,C,R	C	C	C	C	C	C	C	C	C	
2	Maintain dialogue with the President concerning development and implementation of budget policy	S,C,R						C			C,A,U	
3	Develop college-wide budget	S,R	C	C	C	C	C	C	C	E,R,U	R, U	A
4	Develop college-wide financial policies	S,R	C	C	C	C	C	C	C	E,R,U	A	
5	Develop long range financial plan	S,R	C	C	C	C	C	C	C	E,R,U	R,U	A
6	Evaluate financial performance and budget development process	S,R	C	C	C	C	C		C	E,R,U	A	
7	Evaluate the results of policies, planning, and the annual budget process, recommending changes as necessary	S,E,R	C	C	C	C	C		C	E,R,U	A	
8	Under the charge of the vice president for business affairs establish operating policies to implement policy	S,R	C	C	C	C	C	C	C	E,R,U	A	
9	Coordinate and integrate the work of functional committees	S										
10	Ensure college's alignment with accreditation standard 9	S,E,R								E,R,U	A, U	

Matrix key:

- S: Source (initiate, prepare, analyze)
- C: Consult/advise throughout the process
- E: Evaluate
- R: Recommend
- U: Return for further deliberation
- A: Approval, final

Facilities Council

The Facilities Council develops, reviews, and evaluates plans and policies and sets directions for facilities management and use.

Scope of work:

- Develop and review
 - a facilities strategic plan
 - a construction/renovation plan
 - sustainability and energy plans
 - an emergency preparedness plan
- Formulate policies and guidelines for
 - Health and safety
 - Sustainable practices including energy management, indoor/outdoor environmental monitoring and practices, waste management, and recycling
 - Space assignment
 - Remodeling/renovation of facilities
 - Parking
 - Emergency response
- Assess and evaluate the effectiveness of the plans and policies
- Coordinate and integrate the work of functional committees
- Ensure the college's alignment with accreditation standard 8

Examples of issues this council might address are smoking policy, room numbering, and compliance with ADA guidelines.

Membership:

- Classified personnel, union president or designee , 5 additional, all campuses must be represented (6)
- Professional staff, one being a union representative (2)
- Faculty (1)
- Member-at-Large (1)
- Students, one from each campus (4)
- Additional members by position (*ad hoc* members whose role is advisory based on a specific area of expertise and responsibility, e.g., VP for Business Affairs or designee, Dean of Administration or designee, Director of Physical Plant or designee, College Health and Safety Officer or designee, Associate VP of Student Affairs or designee)

Current standing committees:

- Auxiliary Services
- Environmental Health and Safety
- Learning Spaces
- Emergency Response

		Facilities		Academic	Business	Institutional Planning	Student Affairs	Technology	Legal	Unions	College Coordinating	President	BOGHE
SCOPE													
1	Develop and review												
a	facilities strategic plan	S, E, R		C	C	C	C	C	C	C	E, R, U	R, U	A
b	construction and renovation plan	S, E, R		C	C	C	C	C	C	C	E, R, U	R, U	A
c	sustainability and energy plans	S, E, R		C	C	C	C	C	C		E, R, U	A	
d	emergency preparation plan	S, E, R		C	C	C	C	C	C		E, R, U	A	
2	Formulate policies and guidelines for												
a	health and safety	S, R		C	C	C	C	C	C	C	E, R, U	A	
b	sustainable practices	S, R		C	C	C	C	C	C	C	E, R, U	A	
c	space assignments	S, R		C	C	C	C	C	C	C	E, R, U	A	
d	facilities renovation	S, R		C	C	C	C	C	C	C	E, R, U	R, U	A
e	parking	S, R		C	C	C	C	C	C	C	E, R, U	A	
f	emergency response	S, R		C	C	C	C	C	C	C	E, R, U	R, U	A
3	Assess and evaluate effectiveness of plans and policies	S, E									E, R, U	A	
4	Coordinate and integrate the work of functional standing committees	S											
5	Ensure college's alignment with accreditation standard 8	S, E, R									E, R, U	A	

Matrix key:

- S: Source (initiate, prepare, analyze)
- C: Consult/advise throughout the process
- E: Evaluate
- R: Recommend
- U: Return for further deliberation
- A: Approval, final

Institutional Planning Council

The Institutional Planning Council is the major college planning and policy body. Its work focuses on strategic planning and college effectiveness.

Scope of work:

- Monitor college planning system
- Develop and update the college's strategic plan
- Shepherd the accreditation process
- Review recommendations for priorities in strategic plans
- Monitor the college's program for non-academic institutional assessment
- Develop criteria for budget allocations
- Review budget allocation recommendations
- Coordinate and integrate functional committees
- Ensure college's alignment with accreditation standards 1,2,3,10, and 11

Examples of issues this council might address are open-door policy, "Who will we teach?", assessment of technology services and institutional advancement.

Membership:

- Chairs of each governing council (6)
- Representatives from Department Chairs, one from each division (4)
- Representatives from each union (4)
- Classified staff (2)
- Professional staff (2)
- Campus representatives, one from each campus (4)
- Member-at-Large (1)
- Additional members by position (*ad hoc* members whose role is advisory based on a specific area of expertise and responsibility, e.g., divisional VPs or designees, Director of Institutional Research or designee, Director of Institutional Advancement or designee)

Current standing committees:

- Strategic planning
- Mission
- Governance
- Calendar

		Institutional Planning	Academic	Business	Facilities	Student Affairs	Technology	Legal	Unions	College Coordinating	President	BOGHE
SCOPE												
1	Monitor the college planning system	S,R	C	C	C	C	C	C	C	E,R,U	R,U	A,U
2	Develop and update the college's strategic plan	S,R	C	C	C	C	C	C	C	E,R,U	R,U	A,U
3	Shepherd the accreditation process	S,R	C	C	C	C	C			E,R,U	A,U	
4	Review recommendations for priorities in the strategic plan	S,E,R	C	C	C	C	C	C	C	E,R,U	A,U	
5	Monitor the college's program for institutional assessment	S	C	C	C	C	C		C	E,R,U	A,U	
6	Develop criteria for budget allocations	S	C	C, E	C	C	C		C	E,R,U	A,U	
7	Review budget allocation recommendations	S,R,U	C	C,E	C	C	C		C	E,R,U	R,U	A,U
8	Coordinate and integrate the work of functional standing committees	S										
9	Ensure the college's alignment with accreditation standards 1,2,3,10,11	S,E,R								E,R,U	A,U	

Matrix key:

- S: Source (initiate, prepare, analyze)
- C: Consult/advise throughout the process
- E: Evaluate
- R: Recommend
- U: Return for further deliberation
- A: Approval, final

Student Affairs Council

The Student Affairs Council is responsible for developing, reviewing, and evaluating plans and setting directions for student affairs in accordance with the vision, mission and strategic plan of the college.

Scope of work:

- Develop, review, and evaluate a strategic plan for student affairs
- Update the student affairs strategic plan according to the guidelines of the college-wide planning system
- Review current, and develop new, student affairs policies
- Coordinate and integrate the work of functional committees
- Ensure the college's alignment with accreditation standard 6

Examples of issues this council might address are policies regarding the quality of the college's enrollment plan, retention and graduation rates, student success, and equality of opportunity.

Membership

- Faculty, one from each campus, one additional representative from the library (5)
- Professional staff- one from each campus (4)
- Classified staff (1)
- Member-at-Large (1)
- Students, one from each campus (4)
- Additional members by position (*ad hoc* members whose role is advisory based on a specific expertise or responsibility, e.g., Associate VP for Student Affairs or designee, VP for Enrollment Services or designee, Assoc. Deans for Student Life/Service Learning/Athletics or designees, Director of Special Programs or designee)

Current standing committees:

- Advising and Counseling
- Athletics
- Enrollment Management Committee
- Student government
- Student grievance
- Student Success

		Student Affairs	Academic	Business	Facilities	Institutional Planning	Technology	Legal	Unions	College Coordinating	President	BOGHE
SCOPE												
1	Develop, review, and evaluate a strategic plan for student affairs	S,E,R	C	C	C	C	C	C	C	E,R,U	S,A,U	
2	Update the student affairs strategic plan according to the guidelines of the college-wide planning system	S,R	C	C	C	C	C	C	C	E,R,U	S,A,U	
3	Review current and develop new college-wide student affairs policies	S,E,R	C	C	C	C	C	C	C	E,R,U	S,A,U	
4	Coordinate and integrate the work of functional standing committees	S										
5	Ensure the college's alignment with accreditation standard 6	S,E,R								E,R,U	A,U	

Matrix key:

- S: Source (initiate, prepare, analyze)
- C: Consult/advise throughout the process
- E: Evaluate
- R: Recommend
- U: Return for further deliberation
- A: Approval, final

Technology Council

The Technology Council is responsible for developing, reviewing, and evaluating a college technology strategic plan and technology policies in accordance with the vision, mission, and strategic plan of the college.

Scope of work:

- Develop a college technology strategic plan while considering the impact of technology on the working conditions of the college community
- Assess the effectiveness of the technology plan and its implementation
- Develop college-wide computer technology policies and evaluate their effectiveness
- Coordinate and integrate the work of functional committees
- Ensure the college's alignment with accreditation standards 7 and 8

Examples of issues this council might address are classroom support policy, allocation of computers, and Banner assessment

Membership:

- Classified staff, one from each campus (4)
- Professional staff, one from each campus (4)
- Faculty, one from each campus (4)
- Member-at-Large (1)
- Students (2)
- Additional members by position (*ad hoc* members whose position is advisory based on a specific area of expertise and responsibility, e.g., Executive Director of Informational Technology or designee, Director of Human Resources or designee, Enrollment Services from Records, Admissions, Financial Aid, Director of Management Information Systems or designee, Director of Institutional Research or designee)

Current standing committees:

- Academic Technology Advisory Committee (ATAC)
- Banner Steering
- Information Systems Advisory Committee (ISAC)
- Institutional Technology Advisory Committee (ITAC)

		Technology		Academic	Business	Facilities	Institutional Planning	Student Affairs	Legal	Unions	College Coordinating	President	BOGHE
SCOPE													
1	Develop a college technology strategic plan while considering the impact of technology on the working conditions of the college community	S,E,R		C	C	C	C	C	C	C	E,R,U	A,U	
2	Access the effectiveness of the technology strategic plan and its implementation	S,E,R		C	C	C	C	C	C	C	E,R,U	A,U	
3	Develop college-wide computer technology policies and evaluate their effectiveness	S,E,R		C	C	C	C	C	C	C	E,R,U	A,U	
4	Coordinate and integrate the work of functional standing committees	S											
5	Ensure the college's alignment with accreditation standards 7 and 8	S,E,R									E,R,U	A,U	

Matrix key:

- S: Source (initiate, prepare, analyze)
- C: Consult/advise throughout the process
- E: Evaluate
- R: Recommend
- U: Return for further deliberation
- A: Approval, final

APPENDIX

A: Policy Tracking Document



COMMUNITY COLLEGE
OF RHODE ISLAND
GOVERNANCE

POLICY TRACKING- This document must be attached to and remain with the proposal to be reviewed.

Proposed policy/document title: _____

Originating Body: _____
Committee/Council (Family)

Date of origin: _____

Date of Submission: _____

Submission #: _____



COMMUNITY COLLEGE
OF RHODE ISLAND
GOVERNANCE

II. Council (Parent) Evaluation

The Council has evaluated the attached policy document and

_____ recommends submission to the College Coordinating Council after review/evaluation by the other appropriate Councils (Inter-council tracking required).

_____ recommends return to the originating body for the reasons noted:

Signature _____ **Date** _____
Council Chairperson



COMMUNITY COLLEGE
OF RHODE ISLAND
GOVERNANCE

III. Inter-Council Tracking: A signature indicates that the document has been reviewed; it does not indicate either approval or rejection. Signatures from all appropriate councils/units must be secured.

COUNCIL	Date received	Comments	Signature Chairperson	Date
Academic				
Business				
Facilities				
Institutional Planning				
Student Affairs				
Technology				
Union				
Legal				

Signature _____ Date _____
Originating Council Chairperson



COMMUNITY COLLEGE
OF RHODE ISLAND
GOVERNANCE

IV. College Coordinating Council Evaluation

The Council has evaluated the attached policy/document and

_____ recommends submission to the Office of the President for approval.

_____ recommends return to the originating council for the reasons noted:

Signature _____ **Date** _____
Council Chairperson



COMMUNITY COLLEGE
OF RHODE ISLAND
GOVERNANCE

V. Office of the President Evaluation

The Office of the President has evaluated the attached policy/document and

_____ recommends approval.

_____ recommends return to the College Coordinating Council for the reasons noted:

Signature _____ **Date** _____
PRESIDENT



COMMUNITY COLLEGE
OF RHODE ISLAND
GOVERNANCE

VI. Office of the President Approval

Formal Policy/Document Title: _____.

Policy Reference Number: _____ Revision Number (if appropriate): _____.

Effective Date:

Implementation Responsibility: _____.



APPROVED: _____ Date: _____
Ray M. Di Pasquale, President