CCRI Governance

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Table of Contents

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 (2011) 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 all appropriate constituencies and includes regular communication among them."

NEASC Standard 3.12 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 (see Appendix VIII).

The National Education Association (NEA) in a 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."

In 2008, CCRI, under the leadership of several faculty members, approved a new Governance system. The new system was aspirational in nature, and included a vision that decision-making could be made by reaching consensus. In an effort to coordinate decision-making across the college, the new system was based on a hierarchical system in which thematically-related committees reported to one of six Councils: Academic, Business, Facilities, Institutional Planning, Student Affairs, and Technology. Each Council had its own elected membership, and elected a Chair and Co-Chair. The Chairs and Co-Chairs of each Council collectively constituted an entity referred to as the College Coordinating Council.

Within the first few years of piloting this new system, it became increasingly clear that the new model was not providing an efficient or effective means for forwarding faculty and staff perspectives to the President and his Executive Team. Within this same time period, as the college was preparing its self- study in anticipation of a NEASC site visit in support of its ten-year reaccreditation, revising the existing Governance system became a clear and necessary priority. In an attempt to obtain a more objective view of the existing Governance system, two questions on governance were included in the on-line NEASC survey of the CCRI community in October 2012. The first question asked respondents if they understood how the current governance system worked, and the second question asked for suggestions on how to improve the current governance system.

The following responses provided some clear indications on how to improve the existing system:

- Barely 20% of the respondents indicated that they clearly understood how the Governance system worked
- The most frequently cited suggestions for improving the system included:
    - Make it less cumbersome
    - Simplify it
    - Improve the efficiency
    - Publicize results…Make it more transparent

Under the leadership of the Vice President for Academic Affairs, a cross-section of faculty, staff, and administrators convened in early March 2013 to review and recommend key decision elements in an effort to create a more viable Governance system.

The revised system, described within this document, is proposed as Phase I, and its priorities include revisions that bring greater clarity to how the system functions while reducing the amount of time and deliberation it takes for participants to forward recommendations to the President. The new system, if favorably reviewed and endorsed by a majority of those voting on its acceptance, will take effect on October 1, 2013.   Key elements of the revisions contained in Phase I include building on the existing model with the following changes:

- Organize functioning committees within their general area of focus, using the same six general areas as listed in the 2008 Governance document:
    - Academic
    - Business
    - Facilities
    - Institutional Planning
    - Student Affairs
    - Technology
- Within each general area, identify which retained committees are defined by Contract
- Define the Role and Membership of each retained committee that is not defined by Contract
- Eliminate Councils, both at the functional level (Academic, Business, etc.) and the Coordinating Council in Phase I
- Replace the Coordinating Council with the President's Council
- The most senior officer within each of the six functional areas will bring recommendations from each committee within his/her area to the President's Council for review and recommended action
- Each action item will include a written summary of any concerns or reservations of those committee members who did not vote in favor of an action item.
- President will review each recommendation and make a final decision on acceptance and implementation.
- All committees will rely on Robert's Rules of Order for decision-making, and a simple majority will constitute approval of an item and the outcome of the action will be forwarded to the most senior officer in the functional area in which the committee is housed

Built into Phase I of the revised Governance system are essential elements for improving and strengthening the governance function at CCRI:

- In the first week of March, 2014, the VPAA's Office will convene a meeting of the Governance Committee which shall consist of the Chairs of all standing committees within the current academic year with the explicit purpose of preparing a survey evaluating the effectiveness of the revised process and suggestions for improving it
- An electronic survey compiled from the suggestions of the Governance Committee will be made available to the entire CCRI community for a two-week period in late March 2014
- Using the feedback from the survey, the Governance Committee will vote on proposed changes to the Governance system
- Members of the CCRI community will be invited to vote on accepting the proposed changes in mid-April 2014
- Assuming that the new changes are approved by a majority of those voting, the changes will become effective on July 1 of the next fiscal year.
- Appoint a Governance Compliance Facilitator (reporting directly to the President) responsible for monitoring and periodically reporting on the performance of the Governance system, and assisting with the administrative support of the Governance system.

In summary, the proposed revisions within this document are designed to reflect the suggestions to improve the current Governance system that were submitted in October 2012. A brief summary of how the proposed suggestions in this Phase I document address these revisions follows:

- The most frequently cited suggestions for improving the system in 2008 included:
  a. **Make it less cumbersome**
     i. Eliminating the role of the Councils and Coordinating Council which, under the 2008 system, can send recommendations back to committees for further consideration.
  b. **Simplify it**
     i. Create Standing Committees with a cross-representation of faculty and staff from the functional areas of the college that have a stake or role in the areas within that committee's role and purpose. Such cross-representation allows for a rich discussion at the committee level and removes the necessity and/or possibility that another governance committee or council can override a committee's recommendation.
  c. **Improve the efficiency**
     i. While it may be ideal to reach decisions through consensus versus voting - assuming that everyone is then happy with the outcome - such a process is likely to be very time consuming if not impossible within a college that approaches

1000 employees. Adopting procedures outlined in Robert's Rules of Order allows for a simple majority approval, and thus moves decisions forward in a more timely manner. Greater efficiencies may also make it more appealing for members of the CCRI community to commit to participating in governance decision-making.

d. **Publicize results…Make it more transparent**
   i. Phase I contains guidelines for dates and procedures for electronic posting of both the agendas and the minutes of all standing committees. Video-technologies are also encouraged in order to include multiple campus participation.

With these parameters in mind, the Community College of Rhode Island adopts a governance structure that fosters a culture of involvement that draws on the expertise and practical experience of CCRI Faculty, Staff and Administrators. Committees within the Governance system consist of cross-campus representatives in an effort to integrate multiple perspectives in formulating recommendations and in anticipating the complex implications of decisions. The composition of committees' membership reflects the primacy of expertise that is called for within a committee's role.

Governance Structure

Article I: Committee Structures

The Governance structure of the Community College of Rhode Island (CCRI) is based on a shared governance model. As practiced at CCRI, shared governance is a set of processes and procedures through which college faculty, staff, and administrators collaborate in making recommendations about issues of college-wide importance in the following areas: Academic, Business, Facilities, Institutional Planning, Student Affairs, and Technology. Committees noted with " *" are governed by contract.

The Committees that fall within each of the six general areas are listed below and include a description of their role and membership.

1. Academic Committees

a) **Distance Learning Advisory Committee:**
Purpose: Address matters pertaining to online course quality, evaluation, delivery, structure.
Membership structure: Distance Learning full-time faculty (4 representatives from each of Arts Humanities and Social Sciences, Business, Science and Technology, Health and Rehabilitative Sciences, and 1 full-time faculty from Library appointed by the Department Chairs), Distance Learning Coordinator (1 member appointed by the Vice President for Academic Affairs (VPAA) , Academic Affairs Coordinator (1 member appointed by the VPAA), Assessment coordinator (1 member appointed by VPAA), Academic Dean (1 member appointed by the VPAA), Information Technology - Instructional Technology, (1 member appointed by the Manager of Instructional Support), Information Technology - Administrative Programming Support (1 member appointed by CIO), Information Technology - User Support (1 member appointed by CIO), Enrollment Services (1 member appointed by AVP for Student Services), Disability Student Services (1 member appointed by AVP for Student Services), Faculty Union Representative (1 member), Full-time faculty-at-large (2 Members).   Total: 25 members.

b) **General Education Committee:**
Purpose: Address matters, courses, policies pertaining to CCRI's General Education and *CCRI's Definition of an Educated Person.*
Membership structure: Student Affairs (1 member), Advising/Counseling (1 member), academic dean (1 member appointed by the Vice President for Academic Affairs), full-time faculty (7 members distributed as follows: Arts, Humanities, & Social Sciences - 3 members; Business, Science, & Technology, - 2 members; Health & Rehabilitative Sciences -2 members); and, Learning Resource Center (1 member). Total: 11 members.

c) **Program-Based Review and Assessment Committee:**
   Purpose: Address all matters pertaining to program review and assessment of student learning outcomes.
   Membership structure: Department chairpersons (7 members, distributed as follows: Arts, Humanities, & Social Sciences - 3 members; Business, Science, & Technology, - 2 members; Health & Rehabilitative Sciences -2 members); Library representative (1 member); Assessment coordinator (1 member appointed by VPAA), APR coordinator (1 member appointed by VPAA), Institutional Planning (1 member), Student Affairs (1 member), Enrollment Services (1 member). VPAA ex- officio or his/her designee. Total: 13 voting members.

d) **Academic Advisory Committee:**
   Purpose: Responsible for developing, reviewing, and evaluating academic policies for the college.
   Membership Structure: 1 member representative from each academic department appointed by the academic department chairperson, Representatives appointed by AVPSS (2 members), Academic dean (1 member appointed by VPAA), . Total: 25 members.

e) **Curriculum Committee***:*
   Purpose: Considers all courses of study and programs, regardless of origin, including all experimental courses which have run for a maximum of two semesters**,** and to approve or reject individual courses to be offered for degree credit in existing or proposed programs.
   Membership Structure: Governed by contract (listed on page 16 in section 3 "Scheduling").

f) **Faculty Sabbatical Committee***:*
   Purpose: Afford a member of the faculty who has served full time for at least six (6) years, who has the rank of assistant professor or above and who is tenured be eligible for a sabbatical leave.
   Membership Structure: Governed by contract (listed on page 10 in Article V, section A).

g) **CCRIFA Sick Leave Bank*:**
   Purpose: Allows a faculty member, in cases of an employee's catastrophic illness or injury, to access the bank as long as they have made a contribution to the bank. **Membership Structure:** Governed by contract (listed on page 9 in Article IV, section D-3).

h) **Faculty Evaluation Committee*:**
   Purpose: This committee sets the criteria and procedures for departmental evaluations.
   Membership Structure: Governed by contract (page 34 in Article 14, section C).

2. Business Committees

a) **Budget/ Capital Expenditures:**
   Purpose: Responsible for making recommendations consistent with sound fiscal management and the college's strategic directions.
   Membership structure: Business Office representative (1 member appointed by the VPBA), Controller's office representative (1 member appointed by the VPBA), Vice President for Business Affairs (1 member), Student Affairs (1 member) Academic Divisional Deans (2 members appointed by the Vice President for Academic Affairs) Facilities Representatives (4 members, one from each CCRI campus, appointed by VPBA), Department Chairs (3 members), CWCE representative (1 member appointed by AVPCWCE), Information Technology (1 member appointed by CIO) . Total: 15 members.

b) **CCRIPSA Bonus***:*
   Purpose: Recognizes and rewards members for designing and completing a project which is outside the member's normally assigned responsibilities which will accomplish a task or goal that is of benefit to the member's department or to the college in general.
   Membership Structure: Governed by contract (listed on page 46 in "Letter of Understanding #2 Between the CCRIPSA/NEARI/NEA and the Board…").

c) **CCRIPSA Sabbatical Review***:*
   Purpose: Allows employees who are eligible to take a sabbatical leave for the purpose of advanced study, independent research or pursuance of a higher academic degree at the completion of six (6) years of employment.
   Membership Structure: Governed by contract (listed on page 19 in Article IX, section 9.13-9.14).

d) **CCRIPSA Sick Leave Bank***:*
   Purpose: To administer a Sick Leave Bank in cases of an employee's catastrophic illness or injury and make a determination for approved use of the Bank.
   Membership Structure: Committee will be composed of two (2) PSA members, two (2) administrators and a fifth member selected by the other four (4) members. (Ref: CCRIPSA contract, Memorandum of Agreement #4, Sick Leave Bank).

e) **ESPA Sick Leave Bank***:*
   Purpose: To administer the Sick Leave Bank.
   Membership Structure: Committee shall be composed of six members, three (3) of whom shall be appointed by the President of the Union and three (3) by the State. (Ref: Article XVI, Section F Sick Leave Bank).

3. Facilities Committees

a) **Emergency Response/ Environmental Health & Safety**: To make recommendations toward and provide a safe environment for faculty, staff and students supported by clear guidelines, protocols, and procedures for responding to emergency conditions.
   Membership structure: Faculty Union representative (1 member), school nurse (1 member), Facilities (1 member, appointed by VPBA), Threat Assessment (2 members), Director of Communications (1 member), College Police representative (1 member, appointed by head of CCRI police),
   student representatives (2 members representing different campuses), Business Office (1 member, appointed by VPBA), Academic Affairs representative (1 member, appointed by VPAA), full-time faculty representatives from each campus (4 members), Student Services representative (1 member), IT (1 member). Total: 17 members.

b) **Educational Spaces:**
   Purpose: To support learning via a sound, safe, appropriate environment mindful of efficient use of the college's physical facilities.
   Membership structure: CWCE representative (1 member), Informational Technology (1 member), Facilities (1 member), Business office (1 member appointed by VPBA), Student representative (1 member), representative appointed by the Vice President for Academic Affairs (1 member), Full-Time Faculty (4 members, one from each campus), Enrollment Services (1 member), Information Technology (1 member appointed by CIO), Physical Plant (1 member appointed by Director of Administration). Total: 13 members.

4. Technology Committees

a) **Institutional Technology Advisory (ITAC)**
   Purpose: Provide input to the President's Council with regard to technology related issues, projects, implementation, costs, and priorities.
   Membership Structure: Chief Information Office (1 member appointed by VPBA), Associate Dean-Enrollment Services (1 member appointed by Vice President for Business Affairs (VPBA) Academic Divisional Dean (1 member appointed VPAA) , Full –time faculty (3 members) , Director of Marketing & Communications & Publications (1 member appointed by VPBA) , Controller's office (1 member, appointed by VPBA) , student representative (1 member) , Coordinator of Academic Affairs (1 member appointed by VPAA), CWCE representative (1 member appointed by AVPCWCE), Union Representatives (2 members, from either ESPA or CCRIPSA) Total: 13 members.

b) **Information Systems Advisory (ISAC)**
   Purpose: Focuses on specific issues relating to implementation/support of tasks required to meet institutional administrative system priorities, student information, human resources, financial resources and all other administrative systems. Forwards appropriate recommendations to ITAC.
   Membership Structure: Chief Information Officer (1 member appointed by VPBA), Human Resources (1 member), Enrollment Services (1 member), Controller's office (1 member),

Director Institutional Research or designee (1 member appointed by VPBA), CWCE (1 member), Full-time faculty (3 members), Director-MIS (1 member appointed by VPBA) Academic Affairs Coordinator (1 member appointed by VPAA). Total: 11 members.

c) **Academic Technology Advisory Committee (ATAC)**
Purpose: Focuses on specific issues relating to technology required in support of teaching and learning; deals with details of implementation/support of technology in the classroom, laboratories and all other instructional technology requirements. Forwards appropriate recommendations to ITAC.
Membership Structure: Instructional Technology representatives (2 members), Business Office (1 member appointed by VPBA), Enrollment Service (1 member), Academic Affairs Coordinator (1 member appointed by VPAA), , Full-time faculty (8 members including one member representing Library faculty), CWCE representative (1 member appointed by AVPCWCE), DL Coordinator (1 member appointed by VPAA) . Total: 15 members.

5. Institutional Planning Committees

a) **Calendar Committee:**
Purpose: Plan academic and events calendar for all College campuses
Membership structure: Academic Dean (1 member, appointed by the VPAA) , Facilities (1 member), Records (1 member), Student Success (1 member), Business office (1 member appointed by VPBA), Financial Aid office (1 member) , Full-time faculty (2 members), Informational Technology (1 member), and Marketing & Communications (1 member) , faculty member responsible for catalog coordination (1 member appointed by VPAA), CWCE (1 member), Faculty Union Representative (1 member) . Total: 13 members.

b) **Strategic Plan Committee:**
Purpose: Create strategic directions to assist the college in achieving its mission in the context of anticipated complex challenges and opportunities within the next three to five-year period.
Membership structure: Senior officers/Vice Presidents of the college (4 members appointed by President), academic deans (4 members appointed by VPAA), representative from CWCE (1 member); department chair from each academic division (4 members), Full-time faculty representative concentrating on remedial education / adult education (2 members), Human Resources (1 member), Informational Technology (1 member) , Director of Institutional Research (1 member appointed by President), Student representative (1 member).
Total: 19 members. President of the college will serve as the chair or appoint his/her designee.

6. Student Affairs Committee

a) **Student Advisory Committee:**
Purpose: Address all matters pertaining to students
Membership structure: Advising & Counseling (1 member), Office of Enrollment Services (1 member), Disability Services (1 member), Athletics staff (1 member appointed by AVP Student Services), Student Government (4 members – 1 representing each CCRI campus- to be selected by Student Government), Student Success (1 member), Full-time faculty (2 members), Department chairperson (2 members), , Student Life (1 member) , Academic Dean (1 member , appointed by the VPAA). Total: 15 members.

b) **Threat Assessment Committee:**
Purpose: The Committee is charged with establishing policies and procedures that encourage early action and intervention when necessary to maintain a high quality and safe learning environment.
Membership structure: Dean of Student Success (1 member), Dean of Student Assessment, (1 member), Campus Police (2 members from different campuses), Human Resources (1 member), Health Nurse (1 member), Disability Services (1 member), Director of Counseling (3 members), Coordinator of Counseling (1 member), Nursing and Rehabilitative Science (1 member), Emergency Management (1 member), Information Technology (1 member appointed by CIO) Legal consultant (1 member). Total: 15 members.

c) **Student Life Panel Committee:**
Purpose: The Student Life Panel functions as an oversight committee in reviewing functions of Student Governments on all CCRI campuses.
Membership structure: Dean/College administrator (1 member), Associate Deans of Student Life (2 members), Student Government Presidents (4 members), Faculty/Staff Advisors to Student Government (4 members), faculty/staff at large (2 members), students at large (2 members). Total: 15 members.

d) **Tuition Appeals Committee:**
Purpose: Tuition Appeals are for students who are requesting a refund, credit or balance waiver of their tuition charges due to extenuating circumstances that occurred during a given term.
Membership structure: Student Development counselors (2 members), Director of Bursar (1 member), Senior Financial Aid Officer (1 member), Administrative Assistant from Student Affairs (1 member). Total: 5 members.

e) **Financial Aid Committee:**
Purpose: Formed to review students' requests to reestablish academic eligibility for financial aid.
Membership structure: Dean of Student Development (1 member), Directors of Advising and

Counseling (3 members). Total: 4 members

f) **Americans with Disabilities Act (ADA) Committee:**
Purpose: Formed to ensure an open, welcoming campus climate that is fully accessible for all persons.
Membership structure: Co-chairs; College Opportunity Support program (1 member)/Director of HR (1 member), Dean of Student Success (1 member), Dean of Nursing Rehabilitative Health (1 member), Director of Advising and Counseling (1 member), Disability Services (1 member), Human Resource staff (1 member), Physical Plant staff (1 member), Staff representing Office of President (1 member) /Marking and Communications (1 member), Staff from Enrollment Services (2 members), faculty (2 members), CIO IT (1 member). Total: 15 members.

Article II: Committee Nominations, Voting & Elections: Article II applies to the election of members of committees that are not governed by contract.

1. Soliciting Nominations & Scheduling Elections (Initial)

a) CCRI Human Resources (HR) will post a listing of open Governance committee positions on the CCRI HR website during the first week in (TBD).
b) CCRI HR will, in conjunction with CCRI Marketing & Communications, notify the college community of these postings and invite interested persons to nominate (through the use of a link to HR) or self-nominate a candidate for election to fill committee member positions and enter into an election for these positions.
c) CCRI HR will allow a 14-day period for the college community to respond with nominations.
d) Once nominations close, CCRI HR will send an email to all nominated persons confirming their participation in the election process.
e) CCRI HR will utilize electronic technology to facilitate Governance elections.
f) CCRI HR will email the college community with directions and a link to vote for committee members.
g) CCRI employees will be required to enter CCRI email or user ID in order to vote.
    i. To vote to fill any seat other than a seat allocated to students or adjunct faculty, a person must be a full-time employee of CCRI.
    ii. Each voter will be allowed one vote on each seat for which that voter is entitled to vote. When an elected seat is allocated to a particular group of employees (e.g., a union, full-time faculty, adjunct faculty, academic division or department, administrative department or function), only employees in that group shall be eligible to vote to fill that seat.
    iii. Student committee memberships will be filled by voting within CCRI student government.
    iv. CCRI Governance elections will be available to the college community between (TBD).

     v.   CCRI HR will announce the Governance voting results with a posting on the HR website on (TBD).

    vi.   In the case of a tie vote on any committee position, CCRI HR will hold a 'run off' election to begin within 5 days of the close of the original election.

   vii.   In populating committees, all positions must stand for election with the exception of those members designated as appointed.

1. ## Soliciting Nominations & Scheduling Elections (future)

a) CCRI Governance Facilitator will post a listing of open Governance Committee positions on the CCRI Governance Committee website during the first week in February of each calendar year.

b) CCRI Governance Facilitator will, in conjunction with CCRI Marketing & Communications, notify the college community of these postings and invite interested persons to nominate (through the use of a link to Governance Committee website) or self-nominate a candidate for election to fill committee member positions and enter into an election for these positions.

c) CCRI Governance Facilitator will allow a 14-day period for the college community to respond with nominations; it is anticipated that nominations would close before the end of February each calendar year.

d) Once nominations close, CCRI Governance Facilitator will send an email to all nominated persons confirming their participation in the election process.

e) CCRI Governance Facilitator will utilize electronic technology to facilitate Governance elections.

f) CCRI Governance Facilitator will email the college community with directions and a link to vote for committee members.

g) CCRI employees will be required to enter CCRI email or user ID in order to vote.

     i.   To vote to fill any seat other than a seat allocated to students or adjunct faculty, a person must be a full-time employee of CCRI.

    ii.   Each voter will be allowed one vote on each seat for which that voter is entitled to vote. When an elected seat is allocated to a particular group of employees (e.g., a union, full-time faculty, adjunct faculty, academic division or department, administrative department or function), only employees in that group shall be eligible to vote to fill that seat.

   iii.   Student committee memberships will be filled by voting within CCRI student government.

   iv.   CCRI Governance elections will be available to the College community between (TBD).

    v.   CCRI Governance elections will be available to the College community for a 14-day period during March of each calendar year.

   vi.   CCRI Governance Facilitator will announce the Governance voting results with a posting on the Governance Committee website, 2 days after the election closes.

   vii.   In the case of a tie vote on any committee position, CCRI Governance Facilitator will hold a 'run off' election to begin within 5 days of the close of the original election.

  viii.   In populating committees, all positions must stand for election with the exception of those members designated as appointed.

2. **Transition Meetings**

a) The **April** meeting of each committee will serve as a transition meeting for outgoing committee members as well as incoming members.

b) Chair of existing committee will schedule transition meeting and serve as chair throughout that meeting.

c) A new chair will be elected at the **April** meeting each calendar year. The new chair will take office and assume responsibility at the conclusion of the **April** meeting.

d) A committee chair may serve in that role for two consecutive academic years, but must be elected each year.

Article III: Responsibilities of Members

1. Membership

a) Committee members will be elected according to the designated slots indicated in the descriptions of each committee, with the exception of positions that are appointed positions.
b) Members will be elected if they receive a simple majority vote.
c) Members will serve two year terms on each committee. In the initial year of the revised Governance structure, and once the committee members are elected or appointed, the Committee will vote on which positions are one year in length and which are two years in length in order to establish a process by which committee replacements are staggered, allowing for a smooth transition of committee work. The results of this decision will be noted in the minutes of the initial meeting of the committee.
d) Members may run for a second term, but they may not serve more than two consecutive terms (maximum of four years) on the same committee without taking a year off, with the exception of appointed committee members (special considerations will be given to smaller departments).
e) Members terms will last through the date a replacement member has been elected / appointed and begins serving on the committee.

2. Electing a Chair/Secretary

a) At the committee's transition meeting each year, the newly constituted members will elect a Chair and a Secretary. In the initial year of the revised CCRI Governance system (April 2013), once committee members have been elected, HR will alphabetize the list of elected members and appoint the first member on the list as the convener of the initial meeting. At this meeting the committee members will elect a Chair and Secretary.
b) The Chair and Secretary will be appointed if they receive a simple majority vote of committee members
c) These results will be noted in the Minutes of the initial meeting.
d) The electronic posting of committee memberships will include identifying the Chair and Secretary of each Committee.

3. Meeting Attendance

a) Members will prepare diligently for and attend all quarterly Committee meetings.
b) If a member of the Committee misses two (2) consecutive regular meetings or three (3) meetings during the course of a calendar year, the Committee may choose to have that member removed and replaced. If this situation were to arise, the remaining committee members may appoint, through a majority vote, an interim candidate from the same designated area to fill the remaining term of the absentee member.

4. Responsibilities

a) Members are expected to be in attendance at all scheduled meetings which are published on the CCRI Governance web site
b) Members are expected to communicate committee business and outcomes in a timely manner to faculty / staff within the departments / areas they represent.
c) Members are expected to be available to hear concerns or comments pertaining to upcoming agenda items and to share those concerns / comments at committee meeting.

Article IV: Responsibilities of Chairs

1. Preliminary Meetings

A. Committee Chairs will:

1. Attend the preliminary training sessions sponsored by the Human Resources Office
2. Agree to abide by Robert's Rules of Order in conducting Committee business.
3. Schedule meetings, secure appropriate facilities, and make special arrangements, etc.
4. Attend all meetings of the Committee, and if unable to attend a meeting, will designate an interim chair to oversee that meeting.
5. Develop and post an electronic agenda (using the approved CCRI Governance agenda / minutes template - appendix) for upcoming meetings, adhering to the timelines and protocols reviewed in these materials and in the training provided by Human Resources.
6. Forward appropriate documents to the Committee Secretary and Senior Officer who has oversight for the area addressed by the action item.
7. Post and keep current the Committee membership including members' names, role at the College, beginning term date, ending term date on the committees' website.
8. Provide appropriate support for transitions in committee leadership, for example by transferring files and other materials to incoming co-chairs.

B. Committee Secretaries will:

1. Attend all meetings, and prepare minutes (using the approved CCRI Governance agenda / minutes template-appendix) of the meeting using the prescribed protocols, and post the results electronically within five business days after minutes have been approved.
2. Prepare and forward approved document to the Committee Chair within seven business days of the meeting.

Article V: Action by Majority Vote

a) Ex-officio members of committees will not be considered voting members and will not be included in the numerator or denominator when determining the existence of a quorum.
b) In order to vote on an action item, there must be a quorum (simple majority) of committee members present.
c) After adequate discussion, the chair will seek a vote on each action item.
d) Actions will pass if they receive a simple majority voting.
e) Action items may be amended at the Committee meeting following Robert's Rules of Order.
f) Once an action item has been approved by a simple majority, it will be recorded that a decision has been reached, and the chair will state the decision position for the record.
g) If any Committee members who do not vote in favor of a motion wish to have their concerns

noted in the minutes, the Secretary will note their concerns in the minutes.

h) There are no provisions for in-absentia or proxy votes.

i) While meetings are open to the CCRI community, only committee members are allowed to vote.

j) Committees guided by Robert's Rules of Order may elect to allow for further deliberation and consideration and postpone voting to a period of one to three business days from the close of the meeting.

k) Delayed voting decisions could be conducted in person or electronically as designated by the committee chair. If voting electronically, the chair must post the window of time open for voting to occur. Minutes of this transaction must also be posted in accordance with the previously stated guidelines

Article VI: Forwarding Action Items to the President's Council

a) Once an action item has received approval by a Committee, the Chair of the Committee will forward the action item with supporting material to the Senior Officer of the area most relevant to the action item.

b) Committee chairs have the option to request a meeting with the Senior Officer of the area along with the chairs of other committees in the same area within five days of committee vote in order to invite further review and discussion and vetting of the proposed item.

c) The Senior Officer will request that the recommendation be placed on the agenda of the next President's Council after having met with the committee chairs if so requested. If no request has been made, the Senior Officer will present the item at the President's Council meeting.

d) The Senior Officer will invite the chair of the forwarding committee to attend the President's Council meeting where the item will be discussed.

e) The President's Council will review the submitted item and share their response with the President.

f) The President will review the submitted item(s), and make a final decision on implementation. The President's assistant will fill out the Tracking Sheet, obtain the President's signature, and forward the Tracking Sheet to the Committee Chair of origin for posting on the Governance web site.

Article VII: Committee Meetings

1. The Meeting Schedule

a) The Committees will meet quarterly within an academic year (October, December, February, April). The designated meeting time slot for each Committee has been designated in advance of elections so that all interested members are aware in advance of when they must be available for committee meetings. The Committee, once elected, may choose to select another time to meet if, and only if, all elected and/or appointed members can meet at the newly designated time. If a new time frame is selected for the quarterly meeting times, that change must be noted in the minutes and posted electronically within seven business days of the meeting in

which it was approved.
b) A meeting schedule will be posted for the academic year at the first committee meeting of the year. The schedule will include date, time and tentative location for each meeting. Schedule will be available on the Governance website.
c) It is recommended that Committees hold quarterly meetings in October, November, February and April, and that they add additional meeting times as required to review items submitted for their consideration.
d) Summer meetings are left to the agreement of all committee members.

2 . <u>Order of the Meeting</u>

a) Meetings will:
    1. Begin on time
    2. Follow the agenda which designates the time allowed for discussing each item
    3. Be led by the Committee Chair or his/her designee
    4. Be open to all
    5. End on time
b) Agendas and all pertinent material MUST BE circulated seven business days before the scheduled meeting.

Article VIII- Overview of the CCRI Governance Process (see Appendix III)

a) Proposals submitted to committee chair a minimum of **10 business days prior** to meeting date in order for chair to develop meeting agenda using the approved agenda/minutes template.
b) Committee Chair submits agenda and any attachments to designated content manager for posting on CCRI Governance website a minimum of **5 business days prior** to meeting date.
c) Committee members review agenda and attachments in advance of meeting date.
d) Committee meets on appointed date and votes on action items.
e) Meeting minutes/ attendance/action items are recorded by Secretary.
f) Meeting minutes are posted on the CCRI Governance website within **5 business days** after the minutes have been approved by the committee.
g) Once an action item has received approval by a committee, the Chair of the committee will forward the action item with supporting material to the Senior Officer of the area most relevant to the action item.
h) Committee Chairs have the option to request a meeting with the Senior Officer of the area along with the Chairs of other committees in the same area within five days of committee vote in order to invite further review and discussion and vetting of the proposed item.
i) The senior officer will request that the recommendation be placed on the agenda of the next President's Council.
j) The President's Council will review the submitted item and share its response with the President.

k) The President will review the submitted item(s) and make a final decision on implementation. The President's assistant will fill out the tracking sheet, obtain the President's signature, and forward the Tracking Sheet to the Committee Chair of origin for posting on the Governance web site.

Article IX – Evaluation of Governance Process

a) In the first week of March, 2014, the Vice President of Academic Affairs will convene a meeting of the Governance Committee which shall consist of the Governance Compliance Facilitator and Chairs of all standing committees within the current academic year with the explicit purpose of preparing a survey evaluating the effectiveness of the revised process and suggestions for improving it.

b) An electronic survey compiled from the suggestions of the Governance Committee will be made available to the entire CCRI community for a two-week period in late March 2014.

c) Using the feedback from the survey, the Governance Committee will vote on proposed changes to the Governance system .

d) Members of CCRI will be invited to vote on accepting the proposed changes in mid-April 2014.

e) Article X will govern the acceptance of the proposed changes.

f) Governance Compliance Facilitator will present a quarterly report to the President summarizing the performance of the Governance process, i.e.:
   1. Status of individual committee staffing
   2. Timely posting of annual committee meeting schedules including subsequent changes
   3. Timely posting of committee meeting agenda and minutes
   4. Administrative issues relating to the Governance committees

Article X - Amendments

a) When there are proposed amendments to the existing Governance system, a notice of the proposed amendments will be circulated electronically to the CCRI community.

b) The President or his/her designees will chair/host an open forum with video links to all four campuses to answer questions about the proposed changes.

c) Within two calendar weeks of the open forum, the college community will have one week to vote on the proposed changes.

d) A proposed change will take effect if it receives a majority of those voting.

Appendix:

I.   Governance Structure Chart
II.   CCRI Governance Agenda/Minutes Template
III.   Overview of CCRI Governance Process Chart
IV.   Abbreviated Version Robert's Rules of Order
V.   Governance Support Systems
VI.   Meeting Schedules
VII.   Governance Restructuring Committee Members
VIII.   AAUP Statement and Founding Principles (*Ratified May, 2008 Governance document*)