

**Quinsigamond Community College
Guide to Governance**

Preface

Quinsigamond Community College

Shared Participatory Governance

Our Vision

Quinsigamond Community College is a premier learning community recognized for teaching and learning excellence, relevant and responsive programming, student success, and community outreach and impact. We thrive as a vital regional asset and first choice for transforming lives and sustaining healthy, prosperous communities. All are welcomed and embraced in our community, where students come first, and faculty and staff strive to develop potential and help make dreams come true. **At QCC, we excite...we ignite...we open new vistas of opportunity.**

Our Mission

Quinsigamond Community College is the gateway to advanced educational and employment opportunities in Central Massachusetts. We are a public, student-centered institution of higher learning, providing accessible, affordable, high quality educational and training programs and services that are relevant and responsive to diverse regional and student needs.

Our Mission Principles

In fulfillment of mission, the college community commits to the following principles:

- Students First
- Teaching and Learning
- Comprehensive, Flexible Programming and Services
- Open Access to Learning
- Potential for Success
- Community Outreach and Support

Our Values

Faculty and staff infuse life in our vision and live mission principles by creating and sustaining a college climate and culture where all are warmly welcomed, accepted, and valued for their individual dignity and worth. We recognize the importance of diversity and acknowledge the rich and unique contributions that each community member makes to advance the College. To this end, the following values guide our individual actions and community interactions.

- Excellence and Quality
- Integrity and Accountability
- Inclusiveness
- Cooperation and Collaboration
- Respect and Trust
- Open, Civil Communications and Collegiality

Diversity Statement

Diversity, inclusion, and equity are core values at Quinsigamond Community College. We are passionate about building and sustaining an inclusive, respectful, and equitable environment for all students, staff, and faculty. Every member on our college campus enriches our diversity. We support inclusion and are dedicated to ensuring equity in access to opportunities.

QCC Governance Review Process 2023-2024

In January 2023, the Governance Review Process was launched following the recommendation of Dr. Luis Pedraja, President of Quinsigamond Community College. The QCC Governance model in place prior to this review was developed in 2012. The charge from President Pedraja included identifying areas of growth and improvement within the current Governance Structure. At the request of President Pedraja, Faculty Senate Leadership partnered with Dr. James Keane, Vice President of Academic Affairs to identify and appoint co-chairs for this review.

Under the direction of then Vice President Keane, Professors Brenda Safford and Maura Stickles assumed the role of Governance Review Process Co-Chairs in January 2023.

The following outlines the events and College engagement during the Governance Review Process:

February 2023: The Governance Review Team was established to assume leadership and guidance connected to the Review Process. Team members included:

James Keane, Vice President of Academic Affairs (January 2023 – December 2023)

Kathy Rentsch, Interim Vice President of Academic Affairs (December 2023 – Current)

Brenda Safford, Professor of Human Services, Governance Review Team Co-Chair

Maura Stickles, Professor of Psychology, Governance Review Team Co-Chair

Lu Costa, Executive Assistant to the President

Damindi De Silva, Adjunct Faculty (12/23 – 5/23) Assistant Professor of Accounting (9/23)

NT Izuchi, Professor of Computer Information, Faculty Senate President

Kevin Li, Assistant Vice President of Academic Affairs: Assessment, Curriculum Development and Academic Success

Kevin Lovaincy, Executive Director of Diversity, Equity, and Inclusion

Patrick Printz, Chief Technology Officer

Kristen Proctor, Director of Student Accessibility Services, Chair Enrollment and Student Services Council

David Shapiro, Associate Director of Human Resources, Chair Operations Council

John Stazinski, Professor of English, Chair of Learning Council

Byron Thomas, Professor of Sociology, Chair of Equity Council

Michelle Tufau Afriyie, Vice President for Strategic Enrollment and Student Engagement

Margaret Wong, Professor of English, Governance Parliamentarian

Spring 2023, The Work:

- Bi-weekly meetings of the Governance Review Leadership Team
- Governance Retreat for all members of the Governance Review Leadership Team. Guest speaker, Marc Fellanz, Ph.D. Professor of Philosophy, Suffolk Community College. Presentation: “Governance; Past, Present, and Future”.
- Review of the QCC 2022 Participatory Governance Survey
- Reviewed and discussed recommendations and research conducted by “American Association of University Professors.”
- Discussed with current QCC Governance Council Chairs: “What is working, what is not working, what improvements can we make.”
- Focus Group(s)/Listening Session(s) held with numerous QCC constituency groups. Groups included: Tenured Faculty, non–Tenured Faculty, Adjunct Faculty, Student Government/Leadership, Academic Affairs Leadership, Enrollment and Student Services
- Findings from Focus Groups/Listening Sessions shared with Governance Leadership Team. QCC Governance common themes:
 - Communication
 - Transparency
 - Responsibility – Engagement
 - Accountability
 - The need for a “Cultural Shift”

Summer 2023, The Work:

Professors Safford and Stickles work from May 2023 – August 2023. (Academic VP Keane continues engaged and supportive of Governance work)

- The quest continued to find “Best Practice” Governance Models
- Introduction to Hagerstown Community College, Hagerstown, Maryland. While conducting research into standing Governance models, Hagerstown Community College was identified as a model that directly connected to the common themes, being discussed during spring 2023 (Communication, Transparency, Responsibility/Engagement, Accountability, and the need for a Cultural Shift).
- Several conversations held with Carlee Rinalli, Ph.D., Dean of Planning and Institutional Effectiveness at Hagerstown Community College.
- Permission granted to adopt some of the ideas/language from Hagerstown Governance Model.
- Pen to Paper!
- During the writing process, Professors Safford and Stickles met informally with key stakeholders. Faculty, administrators, and staff would offer thoughts, insights and suggestions.
- Professors Safford and Stickles met on campus every Wednesday to work on integrating ideas and thoughts into the Governance review draft.
- Thinking has always been driven by identified common themes: Communication, Transparency, Responsibility/Engagement, Accountability, and the need for a “Cultural Shift”.

- It is also important to note that two key components were always in the forefront when thinking about/structuring the newly proposed Governance Councils:
 - Councils are policy decision making bodies (Policy Review and or Policy Development)
 - Councils and Council meetings are open to ALL members of the College Community

- Addressing Transparency, Communication Responsibility/Engagement and Accountability:
 1. Maximizing engagement from the College Community
 2. Redesigning the QCC Governance “Flow Chart”
 3. Clearly defining the QCC Policy “Appeals Process.”
 4. QCC “Code of Trust”
 5. Governance Council Committee Representation
 6. Development of QCC Governance Roundtable

Fall 2023, The Work:

- Overview of each Council and membership. Rethinking membership and maximizing participation and diverse perspectives
- Overview of each Council’s mission statement – roles and responsibilities
- Development of “Technical Review Committee” for both Councils directly linked to Academic Affairs, Curriculum Council and Academic Policy and Standards Council.
- Sharing of Ideas with Colleagues
- Power Point Presentations shared with various constituency groups across the College community included:
 - Enrollment Management Team
 - Faculty Senate Leadership Team
 - Faculty Senate Meeting
 - Teaching and Learning Excellence Committee
 - Academic Affairs Coordinators Meeting (meeting adjourned – Work to Rule)
 - Adjunct Faculty Engagement Committee
 - Academic Affairs Leadership Team
 - President’s Leadership Team
 - New Employee Orientation Meeting – Staff
 - New Employee Orientation Meeting – Faculty
 - Weekly Drop-in Sessions held every Wednesday from 1:30 to 3:00 pm
All members of the College community were invited to attend.

All feedback received following the above presentations/discussions was welcome. As a result, the document has very much been a work in progress based on the feedback from colleagues during the Fall 2023

***It is important to note that in December 2023, VP of Academic Affairs Keane who had been so supportive of the Governance Review work, resigned from his position. Dr. Kathy Rentsch was appointed Interim VP of Academic Affairs. While serving as Interim VP, Dr. Rentsch has been very*

*engaged and supportive of the work being conducted. During this transition, the Governance work has continued without interruption. ***

January 2024, The Work:

During the month of January Professors Safford and Stickles continued to meet weekly working on the Governance draft document. As noted above, the document has been a work in progress based on feedback from colleagues across the College.

Meeting with President Pedraja to discuss the initial draft document and the proposed timeline for moving forward.

Proposed Timeline Approved:

- January 29th: Governance Document sent via email from President Pedraja to the College Community.
- February 12th: All feedback and thoughts must be received (QCC Shared Governance email address created for all feedback)
- Once feedback has been gathered, common themes, ideas, suggestions will be incorporated as indicated.
- March 5th: Update to College Community re: status of Governance document/nominations process and election)
- March 15th: Final Governance Document to be sent to College Community via President Pedraja
- April 2nd: All College Forum – Vote on the Governance Document

If approved at the All College Forum, the following will occur:

(This timeline is in place for Spring 2024 elections)

- April 4th: Electronic Nomination Form will be sent to College Community
- April 12th: Nomination forms must be submitted electronically by 5 p.m.
- April 18th: Electronic voting ballots will be sent to faculty and professional staff via their QCC email based on school affiliations. All ballots will be sent via QCC email and must be returned via QCC email.
- April 23rd: All electronic ballots must be submitted by midnight on April 23rd (5 calendar days).
- May 1st: Schoolwide election results shared to the College Community.

- Faculty Senate will determine the election/appointment process for Faculty Senate seats on Governance Councils
- Adjunct Faculty Engagement Committee will determine the election/appointment process for adjunct faculty seats on Governance Councils
- Work areas/disciplines/departments outside of the Academic Schools will determine the election/appointment process for their seats on the Governance Councils.

Summer 2024, The Work:

- A Governance Retreat to be held in early June will be scheduled. All Governance Council members are expected to attend this retreat.
- Council members will have an opportunity to meet colleagues that they will be serving with. Council members will have an opportunity to meet with their Councils to review

expectations, responsibilities, and communication mechanisms that promote transparency and accountability.

- Council members will also vote on a Council Chair. For instance, members of the Curriculum Council will have time during the retreat to meet and determine who will serve as the Chair. If more than 1 faculty/staff member is nominated to serve as a Council Chair, a simple majority vote by members of that Council will determine who the Chair of the Council will be.
- In August 2024 a meeting of the Governance Roundtable members will be scheduled. All members of the Governance Roundtable are expected to attend. During this meeting, expectations, responsibilities, communication, and moving forward will be discussed. Members of the Roundtable will also engage in team building activities.

Fall 2024, The Work:

The new Governance Model is in place!

OCC Governance Review Team Leaders

James Keane, Vice President of Academic Affairs (12/22 – 12/23)

Kathy Rentsch, Interim Vice President of Academic Affairs (12/23 – present)

Brenda Safford, Professor/Coordinator of Human Services

Maura Stickle, Professor/Coordinator of Psychology

OCC Governance Nomination Team

Kathy Rentsch, Vice President of Academic Affairs

Ben Benton, Dean of the School of Math, and Science

Lu Costa, Executive Assistant to the President

Katelyn Hurley, Assistant Director of Student Life and Programming

Patrick Printz, Chief Technology Officer

Andria Schwartz, Professor of Integrated Science/Physics

Special Thanks to the Following:

- Amy Beaudry, Professor of English and Academic Technology Facilitator for creating the new Governance Flow Chart.
- John Stazinski, Professor of English for his willingness to share his thoughts and insights throughout the process.
- Andria Schwartz, Professor of Integrated Science/Physics for her willingness to serve on the Nominations Team
- Eric Merrill and Barbara Zabka, of the Vice President of Academic Affairs office for all the administrative support during the process.
- Lastly, a huge thank you to all of you that took time out of your day to sit with us and/or email us sharing your thoughts and insights as we worked on this project over the past 15 months. Please know how much your input has been valued!

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Introduction

According to the Association of Governing Boards of Universities and Colleges, “Effective and responsive governance is vitally important during times of change in higher education. Sharing governance in the face of sweeping and transformative change can help shift the thinking of boards, faculty, and staff from protecting yesterday’s parochial interests to aligning efforts to address tomorrow’s realities. When efforts are aligned, solutions are often more thoughtful and implementation time is faster.”

The Quinsigamond Community College Governance Structure is designed to reflect and support the college’s institutional values of: Excellence and Quality; Integrity and Accountability; Inclusiveness; Cooperation and Collaboration; Respect and Trust; Open, Civil Communication and Collegiality; and Creativity and Innovation.

QCC Governance Constitution

At Quinsigamond Community College, shared, participatory governance is a systemic process of transparent, collegial leadership to further the long-term goals of the institution as expressed in the Strategic Plan, Mission, and Vision. It is sustained through the communication and investment of all college community members. While it is advisory in nature, participatory governance is an important mechanism for ensuring that individual and constituency points of view are heard and significantly contribute to the achievements of the college.

Diversity, equity, and inclusion (DEI) are essential components of the QCC shared governance process. DEI serves as the foundation of the governance process ensuring fairness, respect, and opportunity for all members of the college community. Shared governance at QCC ensures that all voices are heard, and all perspectives are represented creating an environment of trust, mutual respect, a sense of belonging and inclusion. This leads to better decision-making and more effective policies that promote greater engagement and productivity.

Participatory governance is designed to meet the needs of the community; thus, the system’s relevance and effectiveness will be assessed on a regular basis.

I: Defining Shared Governance

Shared governance is a decision-making process in which all employees have both the right and responsibility to contribute to major decisions for which they have expertise or special interests related to their job duties. Specifically, shared governance is a social system of self-government wherein decision-making responsibility is shared by those affected by the decisions (*Hagerstown Community College Institutional Governance and Decision-Making Model*).

Quinsigamond Community College’s shared governance model strengthens institutional and policy decisions made via informed recommendations that are developed preferably through the consensus of involved parties. Throughout the process, open and respectful communication ensures participation by all affected parties.

Participants should be certain that recommendations are aligned with the College’s statements of its mission, vision, and strategic goals, which are the cornerstones of the College’s decisions. Members of the College community must be pragmatic and consider the College’s financial health and resources. Consistent with best practices, decisions should be informed by relevant data and consider input from external sources that might affect the College’s opportunities and risks. A prevailing principle of shared

governance is that participants be committed to operating in an atmosphere of open communication and trust. (*Hagerstown Community College*)

II: The Governing Principles of Shared Governance at Quinsigamond Community College

1. The governance system is based upon the concept of a Collegewide system for the purposes of advising the President and staff, facilitating information-sharing among the various and diverse constituencies of the College, and fulfilling the mission of the College.
2. The system of governance shall include a provision for an open forum for discussion and information-sharing among all individuals of the College community.
3. All constituencies, through representation, shall be a part of the QCC Governance system.
4. Any standing committee's makeup shall be based on the expertise and domain of the constituencies involved.
5. Policy decisions made outside the representative system shall be at a minimum and
6. Governance shall not infringe on areas directly covered by collective bargaining.

It is critical that members of the QCC community engage in governance policy decisions in a trusting and cooperative manner. Members of the QCC community have the right to expect the following:

- The right to contribute to major decisions for which they have expertise or interest related to their job duties.
- A timely response to recommendations and implementation of decisions made through the governance structure.
- Active involvement in the governance system is recognized and supported by the College's administration, regardless of one's position.

Likewise, employees should also understand the following:

- The system is not a forum for personal issues or complaints. Personal attacks on individuals or one's character is not tolerated.
- One cannot bring up a problem without a willingness to be part of the solution.
- A recommendation is not a decision. A carefully planned recommendation with supporting rationale is given strong consideration.
- QCC's shared governance system requires active participation from members of the College community.

The foundation of a successful shared governance system is built upon communication and trust. It emphasizes participation by all involved constituencies in making institutional decisions that align with the institution's mission, values, resources, and goals. At the same time, shared governance respects both the current leadership structure and the value of individuals and units to make decisions regarding job-related issues.

Because of its inclusive and participatory nature, shared governance can only be successful when implemented in an atmosphere of collegiality and trust. Without this, shared governance will suffer as the self-interests of groups or individuals becomes a priority over institutional mission, values, and goals.

It is critical that all employees engage in governance activities in a trusting and collegial manner. Therefore, the Quinsigamond Community College Code of Trust is one of the pillars of this governance model. *(Please see Appendix A)*

III: Types of Decisions that are Part of the Shared Governance Process

It is important to recognize that not all decisions are part of the shared governance process. Many decisions fall within the authority of one's job description or role at the College, or within the daily operational jurisdiction of a division, a department, or a unit.

The President has ultimate authority through the Board of Trustees approval for college policies. Shared governance, on the other hand, is a recommending body that allows for input and collaboration from various stakeholders within the college community. It helps ensure that decisions are made in a collective and inclusive manner, considering the perspectives and expertise of faculty, staff, and students. While not all decisions are part of the shared governance process, it is still an important mechanism for fostering transparency, trust, and effective decision-making within the institution.

Shared governance decisions generally focus on areas such as institutional policy development, formulating procedures that cross over multiple units of the College, and planning matters that shape how the institution meets its mission, vision, and goals. Since the distinction between shared governance decisions and job-related decisions is not always clear, the Governance Roundtable serves as a clearinghouse to ensure that the appropriate body handles issues and concerns.

Matters that impact the college community maybe brought forward for general discussion and input.

IV: The Decision-Making Process at OCC

The decision-making process at OCC under the shared governance system ensures informed, participatory governance while respecting the current organizational structure and retaining the autonomy of the individual in making decisions specific to one's job description.

All employees have the responsibility to stay informed about issues, concerns and decisions made at the College. Each employee can raise issues related to proposed college policies, through one's job duties or through committee work. Employees can participate through committee or associate membership, forums, or other meetings and by remaining informed of issues under consideration by reading meeting minutes posted on the College's website.

V: Roles and Responsibilities of Decision-Making Bodies at OCC

Governance Councils (Academic Policies and Standards, Curriculum, Equity, Student Policies and Procedures, and Operations) are groups that reflect the interests of faculty, staff, and students. These Councils have advisory roles and are responsible for providing input and feedback on the decision-making process. They may also develop policies and procedures relevant to their areas of expertise and interest.

Shared governance decisions generally focus on areas such as institutional policy development, formulating procedures that cross over multiple units of the College, and planning matters that shape how the institution meets its mission, vision, and goals. Since the distinction between shared governance decisions and job-related decision is not always clear, the Governance Roundtable serves as a clearinghouse to ensure that the appropriate body handles issues and/or concerns.

Effective governance is based on representing the entire institution rather than individual departments or units. Therefore, it is essential that all areas be part of the governance system and that all employees think holistically about what is best for the College and its students. QCC's governance system is designed to ensure representation, to the extent possible, of all constituencies in the decision-making process.

The Role of Governance Roundtable

Governance Roundtable serves as a clearinghouse to ensure that the appropriate body handles issues and concerns. Roles and Responsibilities include:

1. Serves as primary receiver of all suggestions for new or revised policies and procedures.
2. Acts as central body disseminating information, promoting collegiality, and fostering consistent communication to all members of the college community.
3. Routes new or revised policies and procedures to appropriate Governance Council.
4. The Governance Roundtable will examine each policy proposal through a Diversity, Equity, and Inclusion lens. Diversity, Equity, and Inclusion serves as the foundation of the governance process ensuring fairness, respect, and opportunity for all members of the college community.
5. Generally speaking, policies received from a Governance Council will be reviewed and moved to the All-College Forum.
6. On rare occasions, policies with systemic/holistic concerns may be referred to the Governance Council submitting a proposal for further review.

The Role of the Governance Roundtable Chairperson

At the first meeting of the Academic Year Governance Roundtable members will select the Chair of the Governance Roundtable. The Governance Roundtable Chair will be drawn from one of the five Governance Council Chairs. In addition to the responsibilities assumed by all the Council members, the Chair has the following responsibilities:

1. All new or revised policies must be electronically submitted to the Governance Roundtable Chairperson for review.
2. Act as a liaison by facilitating conversations to appropriate stakeholders.
3. The chairperson will prepare an agenda for Governance Roundtable meetings.
4. To oversee the proceedings of the Governance Roundtable meeting in a manner that allows all members to participate in the discussions and deliberations.
5. Fosters a sense of shared responsibility and collaboration by providing a venue that represents various stakeholders ensuring diverse perspectives are heard and considered in the decision-making process.
6. The chairperson is responsible for routing new or revised policies or institutional concerns to appropriate Governance Council.
7. After a policy has been reviewed and recommended by the Governance Councils and Governance Roundtable the policy will be forwarded to the All-College Forum Moderator.

The Role of Each Council Chair

The members at the first meeting of the Academic Year select the Chair of each Governance Council. In addition to the responsibilities assumed by all the Council members, the Chair has the following responsibilities:

1. To oversee the proceedings of the Council meeting in a manner that allows all members to participate in the discussions and deliberations.

2. To enlist the assistance of Council members in formulating and establishing such rules and procedures as are necessary for carrying out the Council's functions according to the principles of governance.
3. To prepare and distribute an Agenda prior to the meeting if the established rules call for that distribution.
4. To ensure that a Council member is assigned to take Minutes at each meeting.
5. To encourage attendance by Council members to ensure that a quorum is present at each meeting. (*A quorum of the Council shall consist of a simple majority of all voting members.*)
6. Council Chairs must keep a record of attendance in meeting minutes.
7. To review the Minutes, once transcribed, and to forward the Minutes to Executive Assistant to the President within six (6) calendar days of the meeting, to allow sufficient time for their collegewide publication on the seventh (7th) calendar day.
8. To attend All College Forums (*held on the first Tuesday of each month*) to stay informed of the workings of other College Governance Councils. In addition, Council Chairs will report out to the college community any updates.
9. Each Council Chair will serve on the Governance Roundtable Committee.

The Role of Each Council Member

Council members are selected to represent a constituency group and serve to ensure that every constituency has a voice in college governance. Attendance at Council meetings is, therefore, extremely important. In addition, Council members are expected:

1. To attend Council meetings on a regular basis.
2. To notify the Chair, prior to the meeting, of their inability to attend a scheduled meeting.
3. To participate, on behalf of the constituency group, in Council discussions and deliberations.
4. To attend All College Forums (*held on the first Tuesday of each month*) to stay informed of the workings of other College Governance Councils. This is especially important when the All-College Forum topic being presented originated in your Council.
5. To report back to their constituency group. *For example, members of Curriculum Council must report back to colleagues in their schools, departments, or work areas as academic policies and/or curriculum move through governance process.* This provides all constituents an opportunity to provide thoughts, concerns, and feedback regarding academic matters.

Attendance Requirements

Attendance is crucial to effective decision-making, representation, accountability, collaboration, continuity, and productivity. It ensures that council members fulfill their responsibilities and contribute to the overall success of the council they serve. *See Appendix F*

The All-College Forum

1. All College Forum meetings are held monthly during the academic year. All QCC employees and students are invited to attend.
2. The All-College Forum agenda will consist of reporting out by cabinet members and council chairs in addition to any other pertinent information.
3. The Forum will be used to discuss QCC initiatives and make recommendations on college-wide matters to the College President.
4. Forum attendees will not be responsible for and cannot abridge decisions from the Board of Higher Education and Board of Trustees, or contractual matters of the Agreement between the

Board of Higher Education and the Massachusetts Community College Council (MCCC) or American Federation of State, County, and Municipal Employees (AFSCME).

5. All procedure and policy proposals must first be reviewed by the Governance Roundtable before they can be moved forward and voted on at the All College Forum.
6. Robert's Rules of Order will be the basis for the conduct of the Forum. (*Please see Appendix F*)
7. The voting membership includes all Forum attendees who are full-time (01), or part-time (03) college employees and all students. Fifty (50) on-site Forum attendees constitute a Quorum.
8. Forums will be recorded and/or accessible by video/web conferencing with the sessions available for later viewing.

The All College Forum Moderator

1. The primary role of the Forum Moderator is to guide and promote animated but orderly discussion at monthly All-College Forum. This includes deciding all questions of order, interpreting voice votes, and counting all hand and ballot votes.
2. The Moderator may be assisted by a parliamentarian in questions about the deliberation process.
3. The Moderator will coordinate with the Executive Assistant to the President to ensure Media Services and Information Technology are set up for recording and videoconferencing capabilities and will conduct the meeting to optimize remote or later viewing/listening.
4. The Moderator collaborates with members of the Governance Roundtable to establish the agenda for the All-College Forum monthly meetings.
5. The Moderator will serve as an ex officio, non-voting member of the Governance Roundtable Committee. The All-College Forum Moderator cannot serve as a member on any Governance Council.

All College Forum Moderator Election Process

1. Any member of the college community may express their interest in serving as the All-College Forum Moderator by submitting a statement of interest and qualifications. In the event that more than one member of the college community submits an application, an election will be held where all members of the college community have an opportunity to vote on who will serve as the All-College Forum Moderator.
2. The position for All College Forum Moderator will be posted in the month of April. All applications must be submitted electronically within 7 calendar days of the position being posted.
3. Once the application deadline date has ended, within 7 calendar days, a ballot will be created and sent electronically to all members of the college community.
4. Once the ballot has been electronically distributed members of the college community will have seven calendar days to electronically submit their vote for the All-College Forum Moderator.

VI: Policies Defined

State policies and institutional policies refer to two different levels of governing rules and regulations. The main difference lies in their scope of authority and application.

State policies are established and enforced by the state. They provide a framework for governing various aspects of education, healthcare, transportation, and more. They are created with the aim of achieving specific objectives or addressing societal needs. State policies often set broad guidelines that institutions must follow and provide a framework for institutional policies.

Institutional policies are designed to govern the processes, operations, and behavior of individuals within that institution. They are more specific and tailored to meet the unique needs, values, and goals of the institution. Institutional policies dictate how specific tasks are performed, how resources are

managed, and establish guidelines for conduct, ethics, and professional behavior within the institution. These policies are often developed based on, and in accordance with, state policies as well as industry standards.

Department policies are more specific and tailored to a particular department or unit within the organization. They are developed by individual departments, under the authority granted to them by institutional policies. Department policies focus on the unique needs, operations, and goals of the specific department. They provide guidelines, procedures, and expectations for departmental activities, processes, and decision-making.

All matters related to curriculum policies and revisions are faculty driven and therefore will follow the guidelines noted in *Appendix D*.

VII. Policies and Procedures

Policies set the overall direction and principles for decision-making, while procedures provide the specific instructions and guidance on how to carry out tasks or activities in alignment with the policies. Both policies and procedures are important components of the governance process, as they help ensure consistency, transparency, and accountability in the institution's operations.

Policies are statements that outline the guiding principles, goals, and expectations of the institution. They provide a framework for decision-making and establish the overall direction and values of the college. Policies are typically broad and flexible, allowing for interpretation and adaptation to specific situations.

Procedures, on the other hand, are detailed step-by-step instructions that outline how specific tasks or activities should be carried out. They provide specific guidance on how to implement and comply with the policies. Procedures are more specific and operational, providing clear instructions to employees or stakeholders on how to perform certain tasks or follow certain protocols.

VIII. QCC Policy Recommendations and Revisions

1. Any new and/or revised policy must be submitted electronically. The Chair of the Governance Roundtable will present policy/policy revision (s) to the Governance Roundtable members at the next schedule meeting. (*Please see Appendix C*)
2. Once the Governance Roundtable receives and reviews the policy request, the appropriate Governance Council Chair will discuss with Governance Council Members at their next scheduled meeting.
3. The Governance Council will review the proposed policy request/revision. The next steps include:
 - a) If the policy request/revisions are supported by the Governance Council, the policy will then move back to the Governance Roundtable to continue moving forward through the Governance process.
 - b) If the Governance Council determines that the policy request/revisions require further research and a more detailed comprehensive review, a sub-committee will be formed to engage in further research/discussion.
 - c) The sub-committee will report directly to the assigned Governance Council. The work of the sub-committee will be clearly stated in writing. This work will be goal oriented with time parameters clearly established to ensure transparency, accountability, and progress.
 - d) When the work of the sub-committee is complete, the assigned Governance Council will review and vote on the proposed policy changes/revisions.

4. The Governance Council Chair will forward the policy changes/revisions forward to the Governance Roundtable. Governance Roundtable provides an opportunity for the development of consensus. Constructive, respectful disagreement is important to the process. In formulating recommendations, attempts to reach consensus by applying the “Can you live with it? standard is preferred.

The Governance Roundtable is a voting body and will now move the policy recommendations/revisions to the All-College Forum. In extremely rare cases, when systemic issues with the policy are noted, the Governance Roundtable may move the policy back to the appropriate council for further review.

5. On the behalf of the Governance Roundtable, the Chair will forward the policy to the All-College Forum Moderator who will then coordinate with the Executive Assistant to the President to bring the policy forward to the next scheduled All-College Forum.
6. Following the All-College Forum, the Executive Assistant to the President will forward the policy to the President. Upon receipt the President will:
 - a) Move the policy recommendation to the Board of Trustees for final approval or
 - b) Within 14 days business days, submit to the Governance Roundtable their rationale for not approving the policy.
7. Following receipt of the President’s rationale for not approving the policy the formal appeal process may begin.

IX. How to Amend the Governance Document

Having a mechanism to amend the governance document is crucial for addressing unforeseen circumstances and ensuring the document remains relevant and effective over time. Involving multiple stakeholders and following a transparent and inclusive process, we ensure that any necessary changes are made in a thoughtful and collaborative manner.

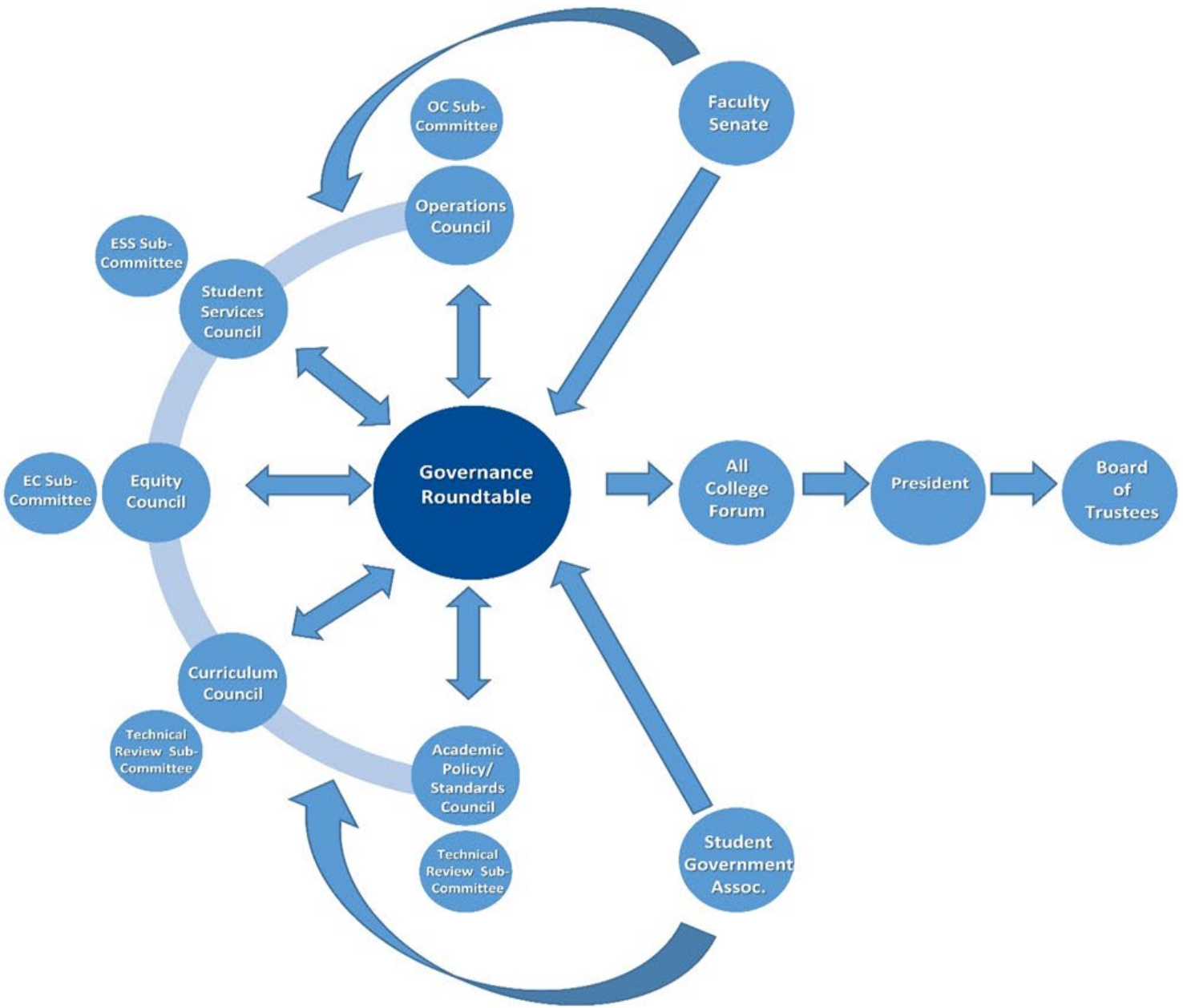
Any member of the college community can propose amendments to the governance document. These proposals can come from faculty, staff, students, or any other relevant stakeholder and follow the process.

1. All proposed amendments will be presented to the Governance Roundtable for review and to assess the proposed changes and make recommendations.
2. The proposed amendments should be presented to all relevant councils for their input and recommendations and sent back to the Governance Roundtable.
3. From the Governance Roundtable the proposed amendments will be forwarded to the All-College Forum Moderator and presented at the next scheduled All College Forum meeting.
4. Following the All College Forum the recommendations for policy changes and amendments will be forwarded to the President.
5. Once the proposed amendments have received the necessary approvals, they can be incorporated into the governance document. It is important to communicate these changes to the college community and ensure that everyone is aware of the updated governance structure.

The Appeal Process

If a group or individual feels that such decisions are not in the best interest of the college an appeal can be made. The appeal must be made in writing to the Governance Roundtable within two weeks of the President’s decision. A rationale, supported by data, must accompany the appeal. The Governance Roundtable will review the written appeal within two weeks upon receipt. If the Governance Roundtable finds the appeal has merit a meeting will be scheduled with the President to discuss and attempt to reach consensus/compromise.

THE GOVERNANCE CHART



Graphic Created by Professor Amy Beaudry

Summary of Chart

Proposed Governance Structure

The proposed governance structure includes the Governance Roundtable made up of council chairs and other stakeholders. Any member of the college community can submit policy proposals to the Governance Round Table on the QCC website.

The Chair of the Governance Roundtable will present the proposed policy to the Governance Roundtable. The Governance Roundtable reviews / documents all policy requests and forwards them to the appropriate Governance Council. If needed a sub-committee will be created to review further.

(Please see page 10, VI. Policy Recommendation and Revisions number 3)

The Governance Council that received the policy to review will forward their recommendations back to the Governance Roundtable. *(Please see page 10, VI. Policy Recommendations and Revisions number 5)*

If a policy requires a subcommittee the Council Chair will request the creation of a sub-committee to work on the policy. After the sub-committee has completed the work, the policy is forwarded to the appropriate Council. The Chair of Council will share recommendations to the Governance Roundtable followed by a vote at the all-college forum, the president, and finally the board of trustees.

Governance Councils

- Academic Policies and Standards Council
- Curriculum Council
- Equity Council
- Operations Council
- Student Policies and Procedures Council

Subcommittees

To increase inclusivity, open/fair representation and promote accountability, subcommittees will be formed to provide input regarding the policy and decision-making process. The creation of subcommittees is created purposefully with time-limits to allow members to focus on specific goals.

Prior to the formation of the subcommittee, members of the community will be made aware of the policy or topic under consideration.

All members of the college community will be encouraged to participate on subcommittees when areas of interests and expertise intersect with the purpose of the subcommittee.

The Technical Review Sub-Committee (Curriculum Council)

The Technical Review Subcommittee will review and sign off on curriculum course changes, course numbering, sequencing, and pre-requisites before they reach the Curriculum Council. If the Technical Review Sub-Committee identifies issues, they will convey those issues in writing to the Curriculum Council Chair. The Curriculum Council Chair will then share those issues with the Curriculum Council.

Academic Policies and Standards Technical Review Committee

The Academic Policies and Standards Technical Review Subcommittee will revise and address academic policies and standards connected to curriculum and programming. This Subcommittee will review and sign off on academic policies and standards currently under review.

The Academic Policies and Standards Technical Review Sub-Committee identifies issues, they will convey their findings in writing to the Council Chair.

Branches of Councils

- Faculty Senate (can have representatives serving on different council and a person appointed to serve on the Governance Roundtable)
- Student Government Association (The President will serve on the Governance Roundtable and other SGA Officers will serve on different councils)

Governance Roundtable

The Governance Roundtable acts as a clearinghouse. Members will decide the appropriate council to send the policy to for review. After the Councils have reviewed the policy the Chair of the Council will forward recommendations to the Governance Roundtable. The Governance Roundtable Chair will forward the recommended policy to the All-College Forum Moderator to be placed on the agenda for the All College Forum.

All College Forum Moderator

The Governance Roundtable Chair will forward the recommended policy to the All-College Forum Moderator to be placed on the agenda for the All College Forum.

All College Forum

The All College Forum is not a total voting body but rather a platform for reporting information. Issues impacting the entire college would be voted on, while others wouldn't. Many concerns such as the speed of decision-making and the inclusion of non-related parties in voting at the All College Forum will now be addressed at the Governance Roundtable and subsequently presented to the President.

After the All College Forum, the policy will be forwarded to the President.

President

If the President rejects a policy, they should provide written explanations for their decisions and shared with the Governance Round Table within 14 calendar days.

Board of Trustees

If approved the President will present the policy to the Board of Trustees. *(Please page 7, VIII. Policy Recommendations and Revisions number 6.)*

X. Governance Council Committee Representation

All Supervisors will encourage engagement and active participation in the governance process.

Faculty Appointment to Committees

All academic schools are expected to participate in shared governance committee work. Each Governance Council should have faculty representation from each academic school. This creates an opportunity for faculty to share the work of their Governance Council with colleagues during monthly school meetings. Ideally this maximizes information sharing, inclusion and dialogue connected to QCC Governance system.

Staff Appointment to Committees

Staff perspective and expertise are highly valued at QCC. Representation from different departments, job roles, and different levels of seniority are important to ensure that the governance process is fair, transparent, and inclusive. Staff can express their interest in participating on governance councils by completing an application form (*Please see Appendix E*) and submitting to their supervisor.

Faculty/Staff Length of Appointment

Council members are appointed to a two-year term and may have the option of serving a second two-year term of two years in duration. In the interest of inclusion and fairness the two-year term limit seeks to ensure maximum opportunities for faculty and staff to serve on governance councils.

Student Appointment to Committees

Students are appointed to their positions in the Student Government Association (SGA). The SGA President serves on the Governance Roundtable and the vice-president serves on the Enrollment and Students Affairs Committee.

Student Length of Appointment

Students are appointed to a one-year term and are eligible to serve more than one term if they are re-elected into their leadership positions.

Membership Participation

An individual may only serve on one Governance Council due to workload and time constraints. This also encourages broader participation from a larger number of employees across campus while ensuring that individuals are not overcommitted.

Attendance

Members should make every effort to attend all meetings. If a member cannot attend, s/he is encouraged to send a substitute. Chairs will discuss poor attendance with any member in question. Ongoing problems are reported to the Governance Roundtable. *See Attendance Policy Appendix F*

XI. QCC Governance Roundtable and Governance Council Membership

The descriptions, functions and membership of each governance council is noted below:

Governance Roundtable	
	Chair (will be one of the Council Chairs)
	Academic Affairs School Dean
	Academic Policy and Standards Council (Chair)
	Adjunct Faculty Liaison
	All College Forum Moderator (ex officio, non-voting)
	Curriculum Council Representative (Chair)
	Dean Institutional Research and Planning
	Equity Council Representative (Chair)
	External Affairs / Communications Representative (1)
	Faculty Senate Representative
	Operations Council Representative (Chair)
	Registrar's Designee
	Student Government Association Representative
	Student Policy and Procedures Council (Chair)

The Governance Roundtable

The Governance Roundtable serves as a coordinating body and clearinghouse for the QCC Governance Councils to ensure that issues are dealt with systematically and timely.

Functions:

1. The Governance Roundtable receive, and reviews issues and concerns related to QCC policies for the purpose of referral to the appropriate Governance Council
2. The Governance Roundtable plays a crucial role in promoting transparency and collaboration.
3. Ensures representation of various stakeholders, ensuring diverse perspectives are heard and considered in decision-making process.
4. Provides a space for collaboration among different college administration, departments, faculty, staff, and students fostering a sense of shared responsibility and participation in college affairs.
5. Recognizing and valuing different perspectives, backgrounds, cultures, and experiences of individuals. Communication will be inclusive of diverse identities, ensuring that everyone feels heard, respected, and included.

Academic Policies and Standards Council	
	Chair/Co-Chair
	Academic Affairs School Dean (1)
	Adjunct Faculty at Large (1)
	Advising Testing, Career and Transfer Services Representative (1)
	Center for Academic Excellence Representative (1)
	College and Career Pathways Representative (1)
	Faculty Senate At Large (1)
	School of Business, Engineering and Technology (2, faculty and/or professional staff)
	School of English & Humanities, & Education Majors (2, faculty and/or professional staff)
	School of Healthcare (2, faculty and/or professional staff)
	School of Math & Science (2 faculty and/or professional staff)
	School of Math & Science (2, faculty and/or professional staff)
	School of Public Service, Education, and Social Sciences (2, faculty and/or professional staff)
	Vice President Academic Affairs or Designee
	Workforce Development & Continuing Education Representative (1)

Academic Policy and Standards Council

The purpose of this council is to work on issues collaboratively related to academic policy and standards from the lens of teaching and learning.

Functions:

1. Promote excellence in the courses and programs of study at the college.
2. Provide a forum for the identification, discussion, review and recommendation of possible action on matters related to academic standards and academic quality at the college.
3. Provide uniformity, equitability and standardization in college-wide policies and procedures.
4. Foster student success through academic policy, procedures, modalities, and best practices in teaching and learning.
5. Maximize communication related to teaching and learning in Academic Affairs.

Academic Policies and Standards Technical Review Sub-Committee	
	Chair
	Academic Affairs School Dean
	Admissions
	Advising
	Faculty Senate Representative (2)
	Financial Aid
	Registrar
	VPAA Staff Assistant (or designee)
	Workforce Development & Continuing Education

Academic Policies and Standards Technical Review Committee

The Academic Policies and Standards Technical Review Subcommittee will revise and address academic policies and standards connected to curriculum and programming.

Functions:

1. This Subcommittee will review and sign off on academic policies and standards currently under review.
2. The Academic Policies and Standards Technical Review Sub-Committee identifies issues, they will convey their findings in writing to the Council Chair.

Curriculum Council	
	Chair
	Academic Affairs School Dean (2)
	Adjunct Faculty Member at Large (1)
	Assistant Vice President of Academic Affairs
	Distance/Online Learning and Center for Academic Excellence Representative (1)
	QORE Representative (1)
	School Business Engineering & Technology – (2 FT Faculty)
	School English and Humanities – (2 FT Faculty)
	School Math and Science – (2 FT Faculty)
	School of Healthcare – (2 FT Faculty)
	School Public Services, Education, & Social Sciences – (2 FT Faculty)
	Vice President of Academic Affairs (ex officio, non-voting)
	VPAA Staff Assistant (non-voting)

Curriculum Council

This council recommends educational policies regarding programs of the College and their appropriateness to the educational objectives of the College, the Strategic Plan, NECHE and other accrediting agencies. The Curriculum Council also recommends new programs and courses as well as program and course revisions or proposals introduced by the Academic Units.

Functions:

1. Recommend educational policies regarding programs of the College and the appropriateness to the educational objectives of the College, the Strategic Plan, NECHE and other accrediting agencies.
2. Recommend policies concerning new curricula, program, departments, courses, or changes.
3. Recommend policies dealing with number, description, credit hours, contact hours, and prerequisites of courses.
4. Recommend policies for acquisition, availability and use of books, periodicals and other instructional materials to ensure a well-balanced collection.
5. Recommend policies for innovative approaches to the educational objectives of the College.
6. Recommend policies pertaining to admission to career and transfer programs, evaluation of transfer credit, academic probation, readmission, academic standards, grading, graduation requirements and academic honors.
7. Develop policies in cooperation with the Enrollment and Student Services Council relating to students' rights and responsibilities, academic advising, academic honesty, and discipline, and their implementation.
8. Recommend new programs and courses.
9. Make recommendations on all program and course revisions or proposals introduced by the Academic Units.
10. Review decisions made since the council's last meeting.

The Vice President of Academic Affairs has final approval for all Curriculum proposals except new degrees and certificate proposals which will require approval from the President and the Board of Trustees.

Faculty Representation on the Curriculum Council

- Each Academic School will have two (2) full-time faculty representatives.
- At all times the number of faculty members (full-time) on this body should exceed the number of non-faculty representatives.

Curriculum Council Technical Review Sub-Committee	
	Chair
	Academic Affairs School Dean (1)
	Admissions (1)
	Advising, Testing, Career and Transfer Services Representative (1)
	Faculty Senate Representative (2)
	Financial Aid (1)
	Registrar (1)
	VPAA Staff Assistant (or designee)
	Workforce Development & Continuing Education (1)

The Curriculum Council Technical Review Subcommittee will revise and address academic matters connected to curriculum, and programming. The Technical Review Subcommittee should review and sign off on curriculum course changes, numbering, sequencing, and pre-requisites before they reach the Curriculum Council.

If the Technical Review Sub-Committee identifies issues, they will convey those issues in writing to the Curriculum Council Chair.

Equity Council	
	Chair
	Adjunct Faculty Representative (1)
	Campus Police Representative (1)
	College and Career Pathways Representative (1)
	Executive Director of Diversity, Equity, and Inclusion (<i>ex officio, non-voting</i>)
	External Affairs / Communications Representative (1)
	Faculty Senate Representative (1)
	Human Resources Representative (1)
	Institutional Communication(s) Representative (1)
	Institutional Research (1)
	President Advisory Council on Equity Representative (1)
	School of Business and Technology (1)
	School of English and Humanities (1)
	School of Healthcare (1)
	School of Math and Science (1)
	School of Public Service, Education, and Social Sciences (1)
	Student Representative (2)
	Student Services Representatives (2)

Equity Council

This council promotes a culture that encourages personal development and growth in an inclusive environment that maximizes each individual's contributions to the college. It fosters strategic thinking, common approaches, and cross-functional practices for achieving diversity and inclusion at the college.

Functions

1. Promote a culture that encourages personal development and growth in an inclusive environment that maximizes everyone's contributions to the college.
2. Foster strategic thinking, common approaches, and cross-functional practices for achieving diversity and inclusion at the college.
3. Assist the offices of Institutional Research and the Equity Officer with the monitoring of institutional progress toward achieving the college's mission to support the equal rights of all people.
4. Work with the Diversity Caucus to establish diversity programming as well as and goals and targets for improvement.
5. Provide input about issues of diversity, equity, and inclusion at QCC, on the Strategic Plan, and other college-wide planning committees as appropriate.
6. Work with the Human Resources office with any affirmative action audit of the QCC workforce to help identify areas of concern and provide recommendations for improvement.

Operations Council	
	Chair
	Academic Affairs School Dean (1)
	Adjunct Faculty Representative (1)
	Business Office Representative (1)
	Campus Police Representative (1)
	College and Career Pathways Representative (1)
	Distance/Online Learning and Center for Academic Excellence Representative (1)
	External Affairs / Communications Representative (1)
	Facilities Representative (1)
	Faculty Senate Representative (1)
	Human Resources (1)
	Information Technology (2)
	Library/Academic Supports Representative (1)
	School of Business, Engineering and Technology (1, faculty or professional staff)
	School of English and Humanities (1, faculty or professional Staff)
	School of Healthcare (1, faculty or professional Staff)
	School of Math and Science (1, faculty or professional Staff)
	School of Public Services, Education, & Social Sciences (1, faculty or professional staff)
	Strategic Enrollment and Student Engagement Rep. (1)
	Title IX Coordinator or Designee (1)
	Vice President of Administrative Services – (ex officio, non-voting)

Operations Council

The Operations Council is responsible for the overseeing the operational activities of the college. The council focus on the day-to-day functioning of the college and be composed of administrators and staff who manage the various operational aspects of the institution. Operations Council play an important role in addressing campus safety and security, transportation, food services and bookstore operations. The council strives for day-to-day activities of an organization are efficient, effective, and aligned with its strategic goals. The council reports to the Governance Steering Committee and implements the decisions and policies that are voted and approved.

Functions:

1. Keep abreast of the College's strategic initiatives and space master plan and recommend policies as appropriate.
2. Review and recommend policies regarding the College's facilities and technology master plans.
3. Review and recommend non-academic policies regarding the day-to-day operations of the College.
4. Review and recommend policies regarding the bookstore, food service and the security of the College.
5. Review and recommend policies regarding reproduction, communication, and supply services.
6. Review and recommend policies regarding the supervision and the maintenance of the College facilities and grounds.
7. Review and recommend technology policies regarding the day-to-day operations of the College's Administrative Computing systems.
8. Review and recommend policies regarding the security of the College Information Systems and data.
9. Review and recommend policies regarding electronic communications and messaging, materials published on the Internet and local Intranet.
10. Recommend the development of additional administrative or technology related policies as appropriate.

Student Policy and Procedures Council	
	Chair
	Academic Affairs Leadership Team Representative
	Advising Testing, Career and Transfer Services Representative (2)
	Campus Police Representative
	College and Career Pathways Representative
	Compliance and Education / Title IX Representative
	Dean or Assistant Dean of Students (<i>ex officio, non-voting</i>)
	Diversity, Equity, and Inclusion Representative
	Executive Assistant to the President, Non-Unit Professional
	External Affairs / Communications Representative (1)
	Faculty Senate Representation (3)
	Financial Aid Representative
	Information Technology Representative
	Office of Counseling Representative
	Student Accessibility Services Representative
	Student Government Association Representative (2)
	Student Life and Leadership Representative
	Student Recruitment and Outreach Representative
	Vice President for Strategic Enrollment Development & Student Engagement (<i>ex officio, non-voting</i>)
	Workforce Development and Continuing Education Representative

Student Policy and Procedures Council

This council reviews, recommends, and/or develops policies and procedures for Student Services to include Student Life issues on campus, students’ rights, and responsibilities.

Functions:

Review, recommend, and/or develop policies and procedures for Student Services to include the following:

1. To review and develop policies and procedures addressing Student Life issues on campus.
2. To review and develop policies and procedures related to students’ rights and responsibilities.
3. To review, develop, and recommend policies and procedures regarding the use and distribution of funds allocated to student government.

4. To review and develop policies and procedures with respect to HIPPA, FERPA, and other student health and records related legal requirements.
5. To develop and review policies and procedures addressing college athletics and other extracurricular activities, including policies regarding the implementation of Title IV requirements.
6. To develop and review policies and procedures regarding advertisers and recruiters who request space on campus.
7. To develop and review policies and procedures regarding distribution of literature and/or other materials on campus.
8. To develop and review policies and procedures regarding Financial Aid and other Enrollment Services functions.
9. To review, discuss, and consider policy and procedures development for other matters as presented to the Council.

GOVERNANCE CALENDAR (to be updated yearly)
Fall 2024 – Spring 2025

Month	All College Forum	Curriculum Council	Equity Council	Governance Roundtable	Operations Council	Student Policies and Procedures Council	Academic Policies and Standards Council
September	All College Day	No Meeting	No Meeting	No Meeting	No Meeting	No Meeting	No Meeting
October	1 2pm	8 2pm	8 2pm	8 3pm	8 2pm	8 2pm	8 2pm
November	5 2pm	12 2pm	12 2pm	12 3pm	12 2pm	12 2pm	12 2pm
December	3 2pm	10 2pm	10 2pm	10 3pm	10 2pm	10 2pm	10 2pm
January	All College Day	No Meeting	No Meeting	No Meeting	No Meeting	No Meeting	No Meeting
February	4 2pm	11 2pm	11 2pm	11 3pm	11 2pm	11 2pm	11 2pm
March	4 2pm	11 2pm	11 2pm	11 3pm	11 3pm	11 2pm	11 2pm
April	1 2pm	8 2pm	8 2pm	8 3pm	8 2pm	8 2pm	8 2pm
May	6 2pm	13 2pm	13 2pm	13 3pm	13 2pm	13 2pm	13 2pm

XII. Documentation and Meeting Minutes

The Role of Meeting Note-Taker

The Governance Constitution states: *Official minutes shall be taken at each Governance Council meeting and shall be published college-wide within seven calendar days of the meeting.*

To support this, Governance Councils may either select a member/volunteer to record the Minutes of each meeting (and in some instances this person is also the Chair) or may rotate the responsibility among the members. It is important that the designated Note-Taker be selected at the outset of each meeting.

The purpose of the following is to offer some guidance and assistance to those upon whom this responsibility falls as well as to attempt to standardize the format of the Minutes for ease of their publication.

Suggested Format for Minutes

1. Each Council has been provided with a TEMPLATE (*Please see Appendix B*) at the end of this Guide to assist the note-taker and to ensure that key items are recorded.
2. The following should be included in the Minutes:
 - a. Date/time/place of meeting
 - b. Attendance of Council Members
 - c. Names of Observers (non-Council members) present
 - d. Special Notes (if any)
3. List each agenda item topic as it is raised and note the name of the person presenting the topic (if any).
4. Summarize the discussion. It is not necessary to provide a verbatim account of the Council meeting. This discussion block should contain a brief description of the major points of the discussion.
5. Record the conclusion to the discussion, and the results of any votes taken, in the Conclusion block.
6. If action items arise, be sure to note them, the person who has agreed to perform the action, as well as the deadline. (*Example: Bob will bring copies of sample Web policy to next meeting.*) If non-agenda item issues are raised that require lengthy discussion, the Chair, or other Council members, may suggest that they be placed in the Issues Box for further discussion if time permits or may be placed on a future agenda.
7. It is always wise to transcribe the Minutes at the earliest opportunity. The Governance Constitution dictates that the Minutes of each Council be published within seven calendar days. To adhere to this schedule, the following timeline is requested:

Publication Timeline for Meeting Minutes

1. The note-taker shares the notes electronically with the Council Chair by Noon on the Friday following the Tuesday meeting (3 days). The Chair may consult with the note-taker in this process and will then forward the completed Minutes electronically to the Council.
2. By Monday following the meeting, the Chair has resolved any issues that have been identified and forwards the final copy of the Minutes to the official designee for publication (3 days).
3. The Minutes are prepared for publication within seven calendar days following the Council meeting.

APPENDICES

The QCC Code of Trust Guiding Principles

(Hagerstown Community College Institutional Governance and Decision-Making Model)

1. **I will work with other members of the College community openly and in good faith.** I will treat other members of the College community with respect, good will, and candor. I will share information in helping others and I will cooperatively participate in making decisions. I will view myself and others as capable of constructive change and will remain open to new ideas and different viewpoints. I will not be deceitful. When I possess relevant information, I will not withhold it unless I have received the information in confidence. In such circumstances, I will urge others with relevant information to share it openly for the good of the College.
2. **I will respectfully and supportively work with others in doing college business to the best of my ability.** For example, I will do everything possible to attend all meetings of committees and other groups on which I serve. I will prepare for meetings and, where possible, I will help others prepare as needed. I will do my fair share of work for the campus groups to which I have been assigned. I will accept responsibilities which challenge me, while contributing to strengthen the College's culture as one that is collaborative and respectful.
3. **Whenever I serve as a representative, I will work with those I represent to identify their concerns.** I will actively seek out the opinion of others when I serve as a member of a governance council charged with making a decision on a matter that has a large "community of interest." I will listen from the speakers' viewpoints and then I will articulate their concerns, when appropriate, and encourage them to become active in the decision-making process.
4. **I will consistently act in ways that make cooperative decision making possible.** I will avoid behavior which activates an adversarial relationship. For example, I will not withdraw, or threaten to withdraw, my active cooperation in college activities in order to force another party to my way of thinking. Nor will I use college meetings to gripe, air personal grievances, or gain personal ends. I will remain open to influence and change.
5. **I will not seek retribution against anyone for being candid, expressing unpopular viewpoints, or participating in shared governance activities.** For example, when I learn that someone has expressed a viewpoint for which I strongly disagree, I will respect their right to freely express their opinion and will not deny them the opportunity to persuade others. I will view differences of opinion as constructive rather than negative, and I will always respect the individual, regardless of rank or position in the College.
6. **I will act with discretion and assume others to be trustworthy.** For example, I will freely share information I learn from meetings or other sources in helping others succeed in meeting their job responsibilities and I will not spread information or data I know are not correct. I will strive to freely offer my expertise and knowledge in helping others at the College solve problems or address institutional challenges. I will assume others will behave in a respectful manner and will question them directly if I sense they have not honored this code of trust.

QCC GOVERNANCE ROUNDTABLE MEETING Minutes			
Date:			
Committee:			
Chair:			
Note taker:			
Attendees:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Absent:			
Special notes: (handouts, etc.)	<i>Guide to Governance- https://www.qcc.edu/college-governance/guide-governance</i>		
Old Business:			
New Business:			
Academic Policies and Standards Council			
Discussion:			
Action items:	Person responsible:	Deadline:	
Curriculum Council			
Discussion:			
Action items:	Person responsible:	Deadline:	

Discussion:		
Action Items:	Person responsible:	Deadline:
Equity Council		
Discussion:		
Action items:	Person responsible:	Deadline:
Operations Council		
Discussion:		
Action items:	Person responsible:	Deadline:
Student Policies and Procedures Council		
Discussion:		
Action items:	Person responsible:	Deadline:

Appendix C

Policy Template		
1.0	Purpose:	
2.0	Revision History:	
3.0	Persons Affected:	
4.0	Policy:	
5.0	Definitions:	
6.0	Responsibilities:	
7.0	Procedures:	
8.0	Sanctions:	

Appendix D

Process for Bringing Curriculum to Curriculum Council

Initiating the Proposal (word doc format)

1. Faculty obtain up-to-date documents for new or revised curriculum from the QCC Intranet, under Frequently Used Forms. Click on “Academic Governance Forms” link to access the forms and for some general information.
2. Faculty obtain up-to-date academic maps and course descriptions by emailing the administrative assistants in the Academic Affairs Office.
3. Once their proposal(s) are put together, faculty must consult with the appropriate School Dean to review the proposals and get directions for next steps and relevant timelines.
4. After review by the work area and any other area affected by the proposed curriculum, faculty submit completed curriculum proposals in word doc format to their School Dean and Dean’s Assistant by the due dates indicated in the attached schedule.
5. The Dean forwards proposals to the administrative assistants in the Academic Affairs Office for review, to ensure proper completion of the forms and any related changes, PRIOR to adding to School meeting agenda and by the due dates indicated in the attached schedule.
6. Proposals are then added to the School meeting agenda and sent to the School for review. See attached schedule for dates.
7. Following the School meeting, proposals are updated to include any changes made at the meeting and are then sent to all the members of the Academic Affairs Leadership Team (AALT) by the end of the day on the Friday following the School meeting.

At the Academic Affairs Leadership Team Curriculum Meeting (AALT) (word doc format)

1. Each AALT member needs to bring their own reviewed copy of the various curricula to the AALT Curriculum Meeting to then be reviewed/approved by the group.
2. Faculty and/or Coordinator(s) will be provided an opportunity to present various curricula to AALT team members. In the event that faculty choose not to present, the School Dean will present.
3. After the AALT Curriculum Meeting, the Dean and/or Dean’s Assistant will make any necessary edits to the word documents of their curriculum that has been recommended to go to Curriculum Council. If no corrections are needed, proceed to step 4.
4. The word documents of the recommended curriculum should then be organized:
 - a) In a condensed, neat manner (minimize blank spaces/blank pages, and please no pages with just one line or an empty table row on it).
 - b) In a logical manner (documents pertaining to one program should be ordered - **courses first, programs of study next, corresponding grids last**).
5. The document(s) should then be converted to a “pdf” file and sent to the Academic Affairs Staff Assistant by the Wednesday following AALT approval.
6. The Academic Affairs Staff Assistant will then forward curriculum proposals/revisions to the Technical Review Committee (TRC) Chair. This will occur prior to the curriculum being forwarded to and distributed to the Curriculum Council.
7. The TRC will review curriculum and programming changes. The TRC should review curriculum course changes, numbering, sequencing, and prerequisites/corequisites before the curriculum proposal(s) reach the Curriculum Council.

8. Once the TRC has reviewed, the curriculum will be forwarded to the Curriculum Council Chair for distribution and review on the next scheduled Curriculum Council meeting. (Note: The TRC does not “stop” curriculum; if the TRC determines issues with any of the items noted above [see #7], the issues will be noted and forwarded to the Curriculum Council Chair.)

PLEASE retain the word document(s) of all proposals in case corrections are needed.

For Curriculum Council Meeting (pdf format)

1. Once curriculum is approved at AALT, and reviewed by the TRC, the proposal will be forwarded to the Curriculum Council Chair. The agenda will be assembled, and the proposal will be distributed to Curriculum Council members for vote at the next scheduled Curriculum Council meeting.
2. Curriculum Council meets 2nd Tuesday of the month, unless otherwise noted.
3. Originators of the proposals should plan to attend the Curriculum Council meeting.
4. Curriculum Council Minutes are distributed within seven (7) calendar days of the meeting.
5. Academic Matters are sent to the College Community within eight (8) calendar days of approval of the Minutes.

Appendix E

Governance Council Nomination Form

Please complete this form to nominate yourself for a position on any Governance Council that you are interested in serving on at Quinsigamond Community College, or the All College Forum Moderator. Please rank your 1st choice, 2nd choice, 3rd choice, etc. Please keep in mind that members of the College Community are only allowed to serve on one Council or as All College Forum Moderator.

___ **Academic Policy and Standards Council** - The purpose of this council is to work on issues collaboratively related to academic policy and standards from the lens of teaching and learning.

___ **Student Policy and Procedures Council** - This council reviews, recommends, and/or develops policies and procedures for Student Services to include Student Life issues on campus, students' rights, and responsibilities.

___ **Equity Council** - This council promotes a culture that encourages personal development and growth in an inclusive environment that maximizes everyone's contributions to the college. It fosters strategic thinking, common approaches, and cross-functional practices for achieving diversity and inclusion at the college.

___ **Operations Council** - This council keeps abreast of the College's strategic initiatives and space master plan and recommends policies as appropriate. It reviews and recommends policies regarding the College's facilities and technology master plans.

___ **Curriculum Council** - This council recommends educational policies regarding programs of the College and their appropriateness to the educational objectives of the College, the Strategic Plan, NECHE and other accrediting agencies. The Learning Council also recommends new programs and courses as well as program and course revisions or proposals introduced by the Academic Units.

___ **All College Forum Moderator** – The primary role of the All-College Forum Moderator is to guide and promote animated but orderly discussion at the monthly All-College Forum. This includes deciding all questions or order, interpreting voice votes, and counting ballots. The Moderator will serve as ex officio, non-voting member of the Governance Roundtable.

Nominee Information:

Name: _____

Position/Job Title: _____

Department/Division: _____

Email: _____

Please complete this form by providing the required signatures. Thank you for your willingness to participate interest in governance at Quinsigamond Community College.

Nominee's Signature: _____

Date: _____

Council members are appointed to a two-year term and may have the option of serving a second two-year term of two years in duration. In the interest of inclusion and fairness the two-year term limit seeks to ensure maximum opportunities for faculty and staff to serve on governance councils.

It is important to remember that when serving on a Council, you will be representing a constituency group. In the interest of open communication, collegiality, and transparency, it is important to engage in frequent communication with those you represent. Remember, you represent and speak on behalf of those you represent!

Members of the College community interested in serving on a Governance Council must complete the "Governance Council Nomination Form" that will be distributed and submitted electronically. Members will have ten (10) calendar days to submit their nomination form once it is electronically distributed.

Below you will find the membership list for each Council. Note that the number of "seats" from specific areas is generally "1" but for some Councils, you will see "2" given the work of that Council. Some Council membership seats will be filled by "appointment" while others will be "elected".

The membership list below indicates whether the Council seat will be filled by the following:

- *V = Vote*
- *A = Appointment*
- *FSA = Faculty Senate Appointment*
- *AFECA = Adjunct Faculty Engagement Committee, Appointment*

Governance Roundtable

The Governance Roundtable serves as a coordinating body and clearinghouse for the QCC Governance Councils to ensure that issues are dealt with systematically and timely.

Membership

Chair (will be one of the Council Chairs) (V, members of Roundtable will Vote on the Chair)
All College Forum Moderator (ex officio, non-voting) (V = Voted on by the College Community)
Academic Affairs School Dean (A)
Academic Policy and Standards Council (Chair)
Adjunct Faculty Liaison (AFECA)
Curriculum Council Representative (Chair)
Dean Institutional Research and Planning (A)
Enrollment and Student Services Council Representative (Chair)
Equity Council Representative (Chair)
External Affairs / Communications Representative (A)
Faculty Senate Representative (FSA)
Operations Council Representative (Chair)
Registrar's Designee (A)
Student Government Association Representative (A)

Academic Policies and Standards Council

The purpose of this council is to work on issues collaboratively related to academic policy and standards from the lens of teaching and learning.

Membership

- Chair (Elected by members of the Academic Policies and Standards Council)
- Academic Area Dean (1) (A)
- Adjunct Faculty At Large (1) (AFECA)
- Advising Testing, Career and Transfer Services Representative (1) (A)
- Center for Academic Excellence Representative (1) (A)
- College and Career Pathways Representative (1) (A)
- Faculty Senate Representative (1) (FSA)
- School of Business, Technology & Engineering (2 faculty or professional staff) (V)
- School of English & Humanities, & Education Majors (2 FT faculty or professional staff) (V)
- School of Healthcare (2 faculty or professional staff) (V)
- School of Math & Science (2 faculty or professional staff) (V)
- School of Public Service, Education, and Social Sciences (2 faculty or professional staff) (V)
- Vice President Academic Affairs or Designee (A)
- Workforce Development & Continuing Education Representative (1) (A)

Academic Policies and Standards Technical Review Sub-Committee

The Academic Policies and Standards Technical Review Subcommittee will revise and address academic policies and standards connected to curriculum and programming. This Subcommittee will review and sign off on academic policies and standards currently under review.

Membership

- Chair
- Academic Affairs School Dean (1) (A)
- Admissions Representative (1) (A)
- Advising (1) (A)
- Faculty Senate Representative (2) (FSA)
- Financial Aid Representative (1) (A)
- Registrar Designee (1) (A)
- VPAA Executive Assistant (A)
- Workforce Development & Continuing Education (1) (A)

Curriculum Committee

This council recommends educational policies regarding programs of the College and their appropriateness to the educational objectives of the College, the Strategic Plan, NECHE and other accrediting agencies. The Curriculum Council also recommends new programs and courses as well as program and course revisions or proposals introduced by the Academic Units.

Membership

- Chair (Elected by members of the Curriculum Council)
- Academic Affairs School Dean (2) (A)
- Adjunct Faculty Member at Large (1) (AFECA)
- Assistant Vice President of Academic Affairs (A)
- Distance/Online Learning and Center for Academic Excellence (1) (A)
- QORE Representative (1) (A)
- School Business Engineering and Technology (2 FT faculty) (V)
- School English and Humanities 2 (FT faculty) (V)
- School of Healthcare (2 FT faculty) (V)
- School Math and Science 2 (FT faculty) (V)
- School Public Services, Education, and Social Sciences (2 FT faculty) (V)
- Staff Assistant to the Vice President of Academic Affairs (non-voting)
- Vice President of Academic Affairs (ex officio, non-voting)

Curriculum Technical Review Committee

The Technical Review Subcommittee will revise and address academic matters connected to curriculum and programming. The Technical Review Subcommittee should review and sign off on curriculum course changes, numbering, sequencing, and pre-requisites before they reach the Curriculum Council.

Membership

- Chair (Elected by members of the Curriculum Technical Review Committee)
- Academic Affairs School Dean (1) (A)
- Admissions (1) (A)
- Advising Testing, Career and Transfer Services Representative (1) (A)
- Faculty Senate Representative (2) (FSA)
- Financial Aid (1) (A)
- Registrar (1) (A)
- VPAA Administrative Assistant (A)
- Workforce Development & Continuing Education (1) (A)

Student Policy and Procedures Council

This council reviews, recommends, and/or develops policies and procedures for Student Services to include Student Life issues on campus, students' rights, and responsibilities.

Membership

Chair
Academic Affairs Leadership Team Representative (1) (A)
Advising Testing, Career and Transfer Services Representative (2) (A)
Campus Police Representative (1) (A)
College and Career / Workforce Development Representative (1) (A)
Compliance and Education / Title IX Representative (1) (A)
Dean or Assistant Dean of Students (1) (A)
Diversity, Equity, and Inclusion Representative (1) (A)
External Affairs / Communications Representative (A)
Faculty Senate Representation (3) (FSA)
Financial Aid Representative (1) (A)
Information Technology Representative (1) (A)
Office of Counseling / Health and Wellness Representative (1) (A)
Student Accessibility Services Representative (1) (A)
Student Life and Leadership Representative (1) (A)
Student Recruitment and Outreach Representative (1) (A)
Student Representative (2) (A)
Vice President for Strategic Enrollment Development & Student Engagement (ex officio, non-voting)

Equity Council

This council promotes a culture that encourages personal development and growth in an inclusive environment that maximizes each individual's contributions to the college. It fosters strategic thinking, common approaches, and cross-functional practices for achieving diversity and inclusion at the college.

Membership

Chair (Elected by members of the Equity Council)
Academic Affairs Leadership Team Representative (1) (A)
Adjunct Faculty Representative (1) (AFECA)
Campus Police Representative (1) (A)
College and Career Pathways or CWDCE Representative (1) (A)
Faculty Senate Representative (1) (FSA)
Enrollment and Student Engagement Representatives (2) (A)
Executive Director of Diversity, Equity, and Inclusion (ex officio, non-voting)
External Affairs / Communications Representative (1) (A)
Facilities Representative (1) (A)
Human Resources Representative (1) (A)
Institutional Communications Representative (1) (A)
Institutional Research Representative (1) (A)
President Advisory Council on Equity Representative (1) (A)
Student Accessibilities Representative (1) (A)
Student Representative (2) (A)
School of Business, Engineering, and Technology (1 faculty or professional staff) (V)
School of English and Humanities (1 faculty or professional staff) (V)
School of Healthcare (1 faculty or professional staff) (V)
School of Math and Science (1 faculty or professional staff) (V)
School of Public Service, Education, and Social Sciences (1 faculty or professional staff) (V)

Operations Council

The Operations Council is responsible for the overseeing the operational activities of the college. The council focus on the day-to-day functioning of the college and be composed of administrators and staff who manage the various operational aspects of the institution.

Membership

- Chair (Elected by members of the Operations Council)
- Academic Affairs School Dean (1) (A)
- Adjunct Faculty Representative at Large (1) (AFECA)
- Business Office Representative (1) (A)
- Campus Police Representative (1) (A)
- College and Career Pathways or Center for Workforce Development and Continuing Education (1) (A)
- Distance/Online Learning and Center for Academic Excellence Representative (1) (A)
- Enrollment and Student Engagement Representative (1) (A)
- Facilities Representative (1) (A)
- Faculty Senate Representative (1) (FSA)
- Human Resources Representative (1) (A)
- Information Technology (2) (A)
- Institutional Communication Representative (1) (A)
- Library and Academic Supports Representative (1) (A)
- School of Business, Engineering and Technology (1 faculty or professional staff) (V)
- School of English and Humanities (1 faculty or professional staff) (V)
- School of Healthcare (1 faculty or professional staff) (V)
- School of Math and Science (1 faculty or professional staff) (V)
- School of Public Services, Education, & Social Sciences (1 faculty or professional staff) (V)
- Title IX Coordinator / Affirmative Action Officer or designee (1) (A)
- Vice President of Administrative Services – (ex officio, non-voting)

Appendix F

Attendance Policy

Members of the Governance Councils must attend All College Forums (*held on the first Tuesday of each month*).

Reporting and documentation:

Attendance and Absences must be documented in the minutes for each council meeting.

Excused absences:

Council members may be allowed three excused absences per academic calendar. Excused absences may include personal emergencies, illness, and/or family obligations. Members must notify the council chair in advance by sending an email notification.

Unexcused absences:

Unexcused absences are absences without a valid reason. This includes failure to notify the council in advance of the scheduled meeting. Two unexcused absences per academic calendar will result in the removal from the council.

Removal / Vacancy Process:

Failure to adhere to the Attendance Policy will result in removal from the council. The council chair will inform the Governance Roundtable that a vacancy exists. The Governance Roundtable will initiate the removal process. This process includes:

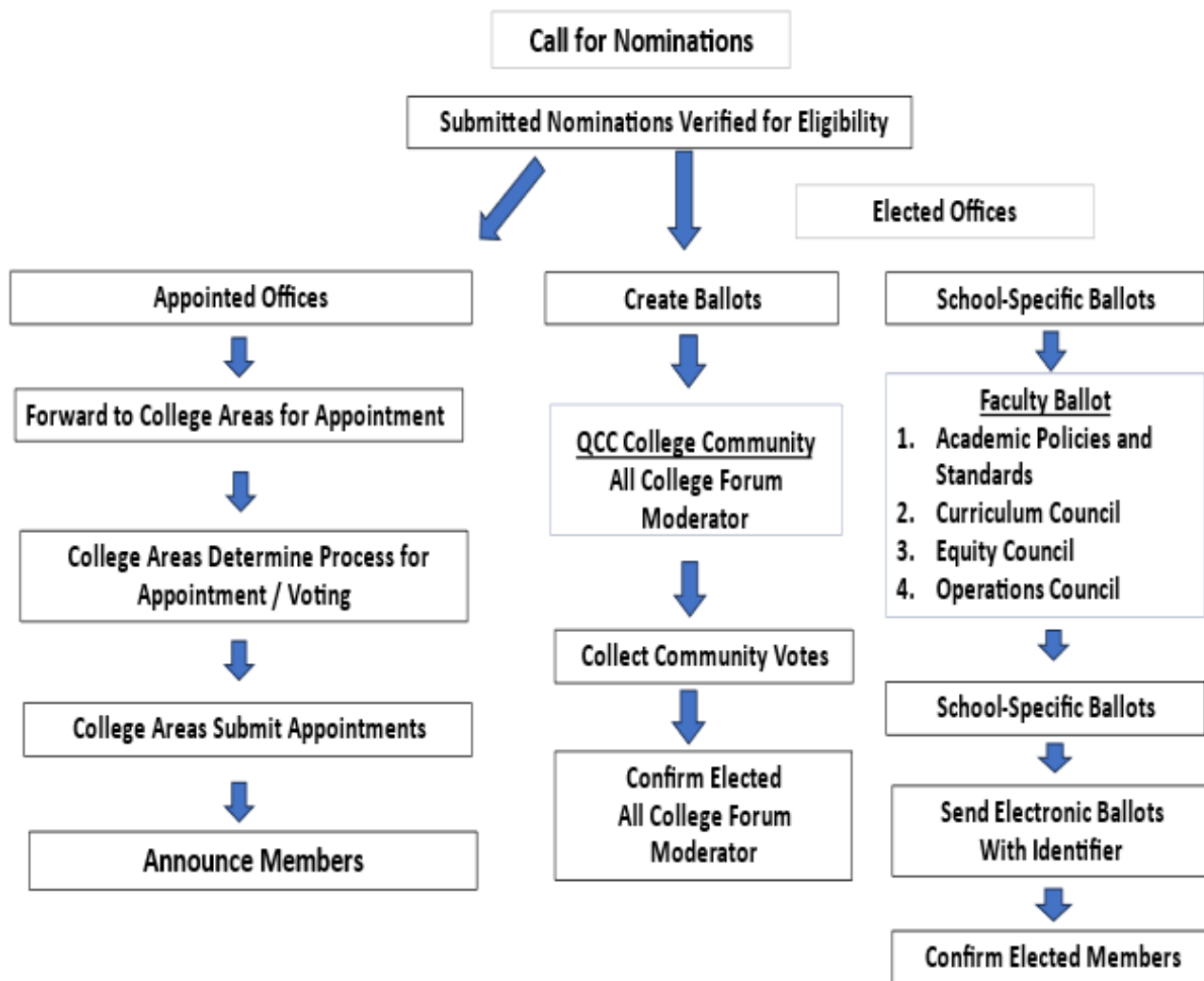
1. The Governance Roundtable Chair will notify the appropriate work area/school/supervisor of the vacant seat in their area.
2. The constituency group represented will be notified that a vacancy exists.
3. A vote/appointment will be made to fill the vacancy/vacancies for the remainder of the term.

Special events or retreats:

Attendance at special events, retreats, or workshops organized by the council may be mandatory. These events often provide important opportunities for team building, strategic planning, and collaboration.

Appendix G

QCC Self Nominating/Voting/Appointment Flow-Chart and Key



OCC Self Nominating and Flow Chart Key:

- QCC Faculty and Staff may self-nominate for any/all the Governance Councils that directly intersect/connect with their position at the College.
- All members of the College community are encouraged to self-nominate for the All-College Forum Moderator position. (There will be 1 electronic nomination form for all Councils and the All-College Forum Moderator).
- All those self-nominating should "Rank Order" their Council choice.

For example, FT Faculty member Susan Smith is interested in self-nominating for four (4) Councils: Curriculum Council, Equity Council, Operations Council, and Academic Policy and Standards Council. Faculty and Staff will note their 1st choice, 2nd choice, 3rd choice and 4th choice on the Nominating Ballot. This process will be followed for all QCC faculty and staff members self-nominating for more than 1 Council.

- Prior to the self-nomination process, please be certain to see the membership listing noted for each Council. You should only be self-nominating for Councils that have representation connected to your job functions/role at the College.
- The self-nomination process will begin on April 4, 2024, and close on April 12, 2024, at midnight. All nomination forms must be submitted electronically by the deadline noted.
- Once the deadline has passed an electronic ballot will be created and distributed as noted within the Governance Council Self Nomination Flow Chart.

OCC Academic School Ballots:

- Electronic Ballots will be sent to all faculty and staff members with identifiers that note the individuals' Academic School at the College (this is to ensure that faculty/professional staff receive the correct ballot and are voting on Council positions that directly connect to their position/job/role at the college.)
- Once the ballot is electronically distributed, members of the Academic School will have 3 working days to electronically submit their ballot. (*Voting ballots will NOT show the rank choice of candidates. Rank choice will only be considered by the Nominations Committee when tabulating votes. Please see example below*)
- All voting ballots will be collected anonymously.
- Once voting is closed, the ballots will be tabulated by neutral staff members - a neutral committee.
- Rank order will be considered when tabulating ballot votes:

For example: The FT faculty members choices/ranking may be a significant factor. A FT faculty member, Susan Smith, may place 3rd in the vote tally for Curriculum Council. If Curriculum Council was Susan Smith's first choice and 2 colleagues from that school also indicated that Curriculum Council is their first choice, Susan Smith would not be appointed to Curriculum Council. The neutral committee would look to her second choice. If her second choice is the Academic Policy Council and she is one of the top two FT faculty members to receive votes in that School, she would be appointed to the Academic Policy Council. If they are not, the neutral committee will look to their third choice Council. The same process will continue until ALL council seats are filled or the individual has been voted to a Council.

- Once a person is elected/appointed to a Council based on their rank order, that will be the Council the individual will be elected/appointed to for a two-year period. There is no Council “surfing”. Once appointed to a Council, that person is no longer eligible to serve on a different Council in a different capacity.
- Elected Council members will be announced by May 1st.

QCC Staff (employees not members of Academic Schools):

- QCC Staff may self-nominate for any/all the Governance Councils that directly intersect/connect with their position at the College.
- All those self-nominating should "Rank Order" their Council choice.

For example, John Jones, Professional Staff member in the External Affairs/Communication area is interested in self-nominating for 3 Councils: Student Policy and Procedures Council, Operations Council, and Equity Council. John Jones will note 1st choice, 2nd choice, and 3rd choice on the Nominating Ballot. The same process should be followed for all QCC staff members self-nominating for more than 1 Council.

- Prior to the self-nomination process, please be certain to see the membership listing noted for each Council. You should only be self-nominating for Councils that have representation connected to your job functions/role at the College.
- The self-nomination process will begin on April 4, 2024, and close on April 12, 2024, at midnight. All nomination forms must be submitted electronically by the deadline noted.
- Submitted nominations will be verified for eligibility (ensure that employees are members of the work area/department identified to serve on a Governance Council)
- Work areas/Department(s) outside of the Academic Schools will determine the election and/or appointment process.
- Rank order will also be considered when determining Council representation.
- Once a person is elected/appointed to a Council based on their rank order, that will be the Council the individual will be elected/appointed to for a two-year period. There is no Council “surfing”. Once appointed to a Council, that person is no longer eligible to serve on a different Council in a different capacity.
- The results of this process will be shared with the College Community on May 1, 2024.

QCC All College Forum Moderator:

- All employees of the College Community are encouraged to apply for the All-College Forum Moderator position. Once nominations close, a ballot will be distributed to all employees of the College Community. The employee with the highest vote tally will be elected to serve as the All-College Forum Moderator for a period of 2 years.

Addition Notes:

- Faculty Senate will determine the election/appointment process for Faculty Senate Governance Council positions.
- Adjunct Faculty Engagement Committee will determine the election/appointment process for Adjunct Faculty Governance Council positions.

APPENDIX H

RobertsRules.org | Robert's Rules of Order – Summary Version

For Fair and Orderly Meetings & Conventions

Provides common rules and procedures for deliberation and debate in order to place the whole membership on the same footing and speaking the same language. The conduct of ALL business is controlled by the general will of the whole membership - the right of the deliberate majority to decide. Complementary is the right of at least a strong minority to require the majority to be deliberate - to act according to its considered judgment AFTER a full and fair "working through" of the issues involved. Robert's Rules provides for constructive and democratic meetings, to help, not hinder, the business of the assembly. Under no circumstances should "undue strictness" be allowed to intimidate members or limit full participation.

The fundamental right of deliberative assemblies requires all questions to be thoroughly discussed before taking action!

The assembly rules - they have the final say on everything! Silence means consent!

- Obtain the floor (the right to speak) by being the first to stand when the person speaking has finished; state Mr./Madam Chairman. Raising your hand means nothing and standing while another has the floor is out of order! Must be recognized by the Chair before speaking!
- Debate cannot begin until the Chair has stated the motion or resolution and asked, "are you ready for the question?" If no one rises, the chair calls for the vote!
- Before the motion is stated by the Chair (the question) members may suggest modification of the motion; the mover can modify as he pleases, or even withdraw the motion without consent of the seconder; if mover modifies, the seconder can withdraw the second.
- The "immediately pending question" is the last question stated by the Chair! Motion/Resolution - Amendment - Motion to Postpone
- The member moving the "immediately pending question" is entitled to preference to the floor!
- No member can speak twice to the same issue until everyone else wishing to speak has spoken to it once!
- All remarks must be directed to the Chair. Remarks must be courteous in language and deportment - avoid all personalities, never allude to others by name or to motives! The agenda and all committee reports are merely recommendations! When presented to the assembly and the question is stated, debate begins, and changes occur!

The Rules

Point of Privilege: Pertains to noise, personal comfort, etc. - may interrupt only if necessary!

Parliamentary Inquiry: Inquire as to the correct motion - to accomplish a desired result or raise a point of order.

Point of Information: Generally, applies to information desired from the speaker: "I should like to ask the (speaker) a question."

Orders of the Day (Agenda): A call to adhere to the agenda (a deviation from the agenda requires Suspending the Rules)

Point of Order: Infraction of the rules, or improper decorum in speaking. Must be raised immediately after the error is made.

Main Motion: Brings new business (the next item on the agenda) before the assembly.

Divide the Question: Divides a motion into two or more separate motions (must be able to stand on their own)

Consider by Paragraph: Adoption of paper is held until all paragraphs are debated and amended and entire paper is satisfactory; after all paragraphs are considered, the entire paper is then open to amendment, and paragraphs may be further amended. Any Preamble cannot be considered until debate on the body of the paper has ceased.

Amend: Inserting or striking out words or paragraphs, or substituting whole paragraphs or resolutions

Withdraw/Modify Motion: Applies only after question is stated; mover can accept an amendment without obtaining the floor.

Commit /Refer/Recommit to Committee: State the committee to receive the question or resolution; if no committee exists include size of committee desired and method of selecting the members (election or appointment).

Extend Debate: Applies only to the immediately pending question; extends until a certain time or for a certain period of time.

Limit Debate: Closing debate at a certain time or limiting to a certain period of time.

Postpone to a Certain Time: State the time the motion or agenda item will be resumed.

Object to Consideration: Objection must be stated before discussion or another motion is stated.

Lay on the Table: Temporarily suspends further consideration/action on pending question; may be made after motion to close debate has carried or is pending.

Take from the Table: Resumes consideration of item previously "laid on the table" - state the motion to take from the table.

Reconsider: Can be made only by one on the prevailing side who has changed position or view

Postpone Indefinitely: Kills the question/resolution for this session - exception: the motion to reconsider can be made this session.

Previous Question: Closes debate if successful - may be moved to "**Close Debate**" if preferred.

Informal Consideration: Move that the assembly go into "**Committee of the Whole**" - informal debate as if in committee; this committee may limit number or length of speeches or close debate by other means by a 2/3 vote. All votes, however, are formal.

Appeal Decision of the Chair: Appeal for the assembly to decide - must be made before other business is resumed; NOT debatable if relates to decorum, violation of rules or order of business.

Suspend the Rules: Allows a violation of the assembly's own rules (except Constitution); the object of the suspension must be specified.

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Robert's Rules of Order Motions Chart

RobertsRules.org Based on *Robert's Rules of Order Newly Revised (10th Edition)*

Part 1, Main Motions. These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion. § indicates the section from Robert's Rules.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§21	Close meeting	<i>I move to adjourn</i>	No	Yes	No	No	Majority
§20	Take break	<i>I move to recess for ...</i>	No	Yes	No	Yes	Majority
§19	Register complaint	<i>I rise to a question of privilege</i>	Yes	No	No	No	None
§18	Make follow agenda	<i>I call for the orders of the day</i>	Yes	No	No	No	None
§17	Lay aside temporarily	<i>I move to lay the question on the table</i>	No	Yes	No	No	Majority
§16	Close debate	<i>I move the previous question</i>	No	Yes	No	No	2/3
§15	Limit or extend debate	<i>I move that debate be limited to ...</i>	No	Yes	No	Yes	2/3
§14	Postpone to a certain time	<i>I move to postpone the motion to ...</i>	No	Yes	Yes	Yes	Majority
§13	Refer to committee	<i>I move to refer the motion to ...</i>	No	Yes	Yes	Yes	Majority
§12	Modify wording of motion	<i>I move to amend the motion by ...</i>	No	Yes	Yes	Yes	Majority
§11	Kill main motion	<i>I move that the motion be postponed indefinitely</i>	No	Yes	Yes	No	Majority
§10	Bring business before assembly (a main motion)	<i>I move that [or "to"] ...</i>	No	Yes	Yes	Yes	Majority

Part 2, Incidental Motions. No order of precedence. These motions arise incidentally and are decided immediately.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§23	Enforce rules	Point of Order	Yes	No	No	No	None
§24	Submit matter to assembly	I appeal from the decision of the chair	Yes	Yes	Varies	No	Majority
§25	Suspend rules	I move to suspend the rules	No	Yes	No	No	2/3
§26	Avoid main motion altogether	I object to the consideration of the question	Yes	No	No	No	2/3
§27	Divide motion	I move to divide the question	No	Yes	No	Yes	Majority
§29	Demand a rising vote	I move for a rising vote	Yes	No	No	No	None
§33	Parliamentary law question	Parliamentary inquiry	Yes	No	No	No	None
§33	Request for information	Point of information	Yes	No	No	No	None

Part 3, Motions That Bring a Question Again Before the Assembly. No order of precedence. Introduce only when nothing else is pending.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§34	Take matter from table	I move to take from the table ...	No	Yes	No	No	Majority
§35	Cancel previous action	I move to rescind ...	No	Yes	Yes	Yes	2/3 or Majority with notice
§37	Reconsider motion	I move to reconsider ...	No	Yes	Varies	No	Majority