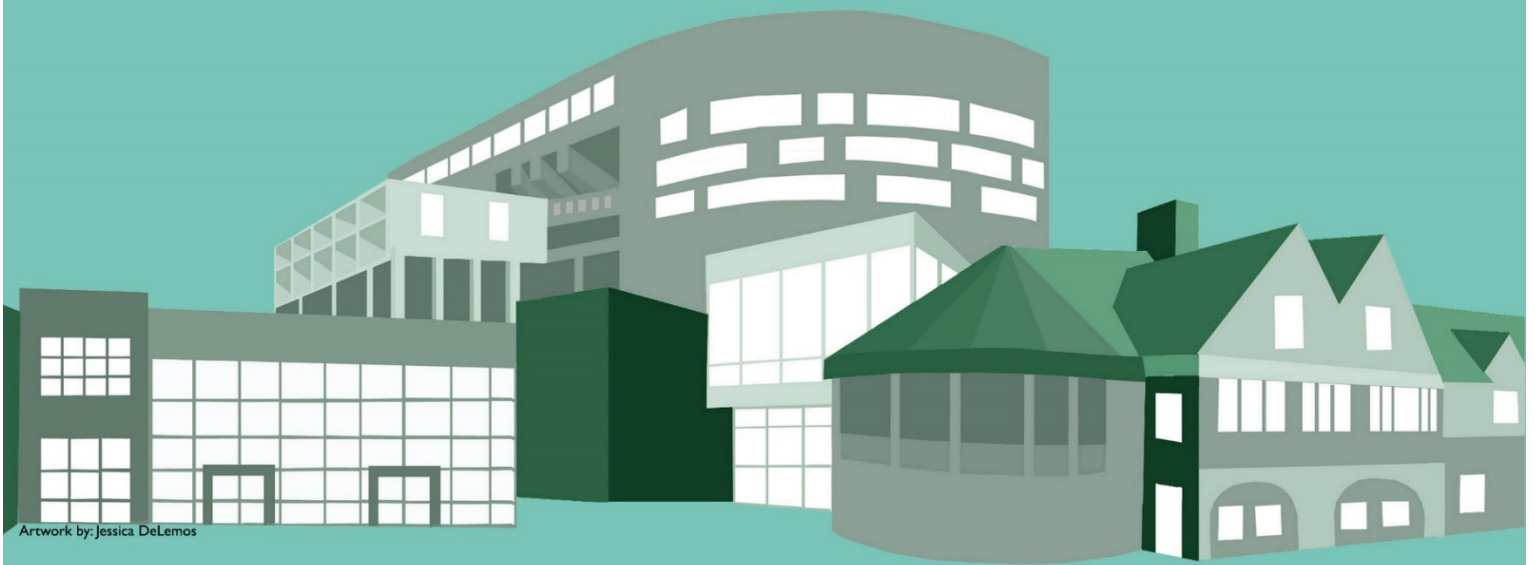# COMMUNITY COLLEGE OF RHODE ISLAND

Artwork by: Jessica DeLemos

# GOVERNANCE MANUAL

**Formally adopted June 1, 2021**

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## ARTICLE I. OVERVIEW OF THE CCRI GOVERNANCE PROCESS

The Governance structure of the Community College of Rhode Island (CCRI) is based on a shared governance model. As practiced at CCRI, shared governance is a set of processes and procedures through which college faculty, staff, administrators and students collaborate in making recommendations about issues of college-wide importance in the following areas: Academic, Business, Facilities, Institutional Planning, Student Affairs, and Technology (see page 13).

### A. Outline of Process

1. Proposals are to be submitted to Committee Chair a minimum of **ten (10) business days** prior to the meeting in order for the Chair to develop a meeting agenda using the approved agenda/minutes template (see appendix A).

2. Committee Chair submits agenda and any attachments to Governance Compliance Facilitator for posting on CCRI Governance website a minimum of **five (5) business days** prior to meeting date.

3. Committee members review agenda and attachments in advance of meeting date.

4. Committee meets on appointed date and votes on action items.

5. Meeting minutes/attendance/action items are recorded by Secretary.

6. Meeting minutes are posted on the CCRI Governance website within **five (5) business days** after the minutes have been approved by the committee.

7. Once an action item (e.g., a proposed policy) has received approval by a committee, the Chair of the committee will add it to the agenda for the next meeting of the Governance Coordinating Committee. The Governance Coordinating Committee may append a written recommendation of approval, rejection, or revision to the proposed policy. The Governance Coordinating Committee does not have the authority to withhold proposed policies; its review process is intended to encourage greater transparency and coordination. Following the meeting, Committee Chairs proposing the item will either a) return the item to the originating committee for further revision or, b) proceed to the next step (forward to the Senior Officer, along with the vote and comments by members of the Governance Coordinating Committee).

8. The Chair of the committee will forward the action item with supporting material to the Senior Officer of the area most relevant to the action item.

9. Committee Chairs have the option to request a meeting with the Senior Officer of the area along with the Chairs of other committees in the same area within **five (5) business days** of committee vote in order to invite further review, discussion and vetting of the proposed item.

10. The senior officer will request that the recommendation be placed on the agenda of the next President's Council. The President's Council will review the submitted item and share its response with the President.

11. The President will review the submitted item(s) and make a final decision on implementation.

12. The President's designee will complete the Transmittal Form, obtain the President's signature, and forward the Transmittal Form to the committee Chair of origin. In the spirit of shared governance, in cases where a proposal is rejected, the President will include with the Transmittal Form an explanation for his/her decision.

    Approved policies will be posted on CCRI's Policy website.  Additional links to the policy will appear on the Governance website and academic and administrative departments, as needed.

    If the President rejects a proposed policy, the Transmittal Form goes to the Governance Facilitator so that he/she can post the explanation for rejection on the Governance website.

### A. Membership

1. Committee members will be elected or appointed according to the descriptions of each committee in Article VIII. If the titles of appointed positions change, the committee membership will be revised automatically to recognize the new title.

2. Committee members will be elected if they receive a simple majority vote and will serve for a period of two academic years, beginning with the first scheduled meeting of the Fall semester. Committee members will be appointed or reappointed for a two-year term by the senior authority in the designated area. Appointment letters from such authorities will be sent via email to the Governance Facilitator.

3. A committee member's term ends with the completion of the two-year term for which they were elected or appointed. If a member's term ends and no one is elected or appointed to replace him/her, the position will be listed on the official committee membership list as "vacant."

4. Vacancies may occur among the members of a committee—elected or appointed-- when
   - No one is elected, or appointed during the regular election period
   - A member refuses to serve
   - A member becomes unable to serve
   - A member fails to attend two consecutive regular meetings or three regular meetings during the course of the academic year

   Vacancies among the elected faculty members of a committee may be filled according to the following:

   - If the vacancy refers to a faculty member representing a specific academic division, the committee secretary will contact via email the department chairs of that division, who have joint authority to appoint interim members until the next regular election is held.
   - If the vacancy refers to a faculty member "at-large" or are otherwise unaffiliated, the committee secretary will contact via email the CCRIFA President, who has the authority to appoint interim members from among the full faculty until the next regular election is held.

   If a vacancy develops among the non-faculty/administrative members of a committee, the committee secretary will contact via email the senior authority of the designated administrative unit, who will appoint interim members until the next regular election is held.

   If a vacancy develops among the student representatives of a committee, the committee secretary will contact via email the four Presidents of Student Government, who have joint authority to appoint interim members until the next regular election is held.

### B. Election of Committee Chairperson and Secretary

1. At the committee's transition meeting each year, the newly constituted members will elect a Chair and a Secretary.

2. The Chair and Secretary will be appointed if they receive a simple majority vote of committee members.

3. These results will be noted in the minutes of the initial meeting.

4. The electronic posting of committee memberships will include identifying the Chair and Secretary of each committee.

# ARTICLE III. RESPONSIBILITIES

## A. Meeting Attendance

1.  Members will prepare diligently for and attend all quarterly committee meetings.

2.  If a member of the committee misses two (2) consecutive regular meetings or three (3) meetings during the course of a calendar year, the committee may choose to have that member removed and replaced, utilizing the procedures outlined in Article II.A.

## B. Responsibilities of Members

1.  Members are expected to be in attendance at all scheduled meetings which are published on the CCRI Governance web site.

2.  Members are expected to communicate committee business and outcomes in a timely manner to faculty/staff within the departments/areas they represent.

3.  Members are expected to be available to hear concerns or comments pertaining to upcoming agenda items and to share those concerns/comments at committee meeting.

## C. Responsibilities of Chairs and Secretaries

1.  Preliminary Meetings

    a.  Committee Chairs will:

    i.   Attend the preliminary training sessions sponsored by the Human Resources Office.
    ii.  Agree to abide by Robert's Rules of Order in conducting committee business.
    iii. Schedule meetings, secure appropriate facilities, and make special arrangements, etc.
    iv.  Attend all meetings of the committee, and if unable to attend a meeting, designate an interim Chair to oversee that meeting.
    v.   Develop and post an electronic agenda using the approved CCRI Governance agenda/minutes template for upcoming meetings, adhering to the timelines and protocols reviewed in these materials and in the training provided by Human Resources.
    vi.  Forward appropriate documents to the Committee Secretary and Senior Officer who has oversight for the area addressed by the action item.
    vii. Post and keep current the committee membership including members' names, role at the college, beginning term date, ending term date on the committees' website.
    viii. Provide appropriate support for transitions in committee leadership, for example by transferring files and other materials to incoming Co-Chairs.

    b.  Committee Secretaries will:

    i.   Attend all meetings, prepare minutes using the approved CCRI Governance agenda/minutes template (see Appendices E-F) of the meeting using the prescribed protocols, and post results electronically within **five (5) business days** after minutes have been approved.
    ii.  Prepare and forward approved document to the Committee Chair within **seven (7)**

**business days** of the meeting.

2. Transition Meetings

   i.    The September meeting shall be the first meeting for newly appointed or voted-in members; their normal term shall run for two complete academic years (e.g., AY2019-2021).

   ii.   If a committee's chair (or secretary) remains on the committee, he/she is responsible for calling the first meeting (typically, in September).  He or she will run the meeting until a new chair is elected.  If both committee chair and secretary cycle off a committee, the Governance Facilitator will contact the committee member appearing first in an alphabetical list of elected members, and that person will be responsible for calling the first meeting and running it until a new chair and secretary are elected.

   iii.  The September meeting of any academic year should generally be an orientation for new members and setting/revising the committee's strategic plan for that academic year.

## ARTICLE IV. SOLICITING NOMINATIONS AND SCHEDULING ELECTIONS

A. CCRI's Governance Facilitator is responsible for managing the election and re-appointment process to establish the membership of governance committees each academic year. In order to minimize the disruption to the work of governance committees, this process will take place in April and May of each year, but will conclude prior to the official end of the spring semester.

B. CCRI's Governance Facilitator will ensure that the election and re-appointment processes conform to the following criteria:
   i. The CCRI faculty will be notified of open committee positions via email and posting on the Governance website. This notification will include information about each committee's purpose and schedule for meetings so that potential nominees may make informed decisions about their ability to participate in the governance process.
   ii. All other committee membership seats are held by appointment or Student Government. The Governance Facilitator will notify the designated administrative authority at the beginning of the election and re-appointment process and request letters of re-appointment be submitted by the last day of the election and re-appointment process.
   iii. Faculty members may nominate themselves or other faculty members to elected committee membership during a period lasting no less than 14-days.
   iv. Faculty members nominated for an elected committee position will be contacted and offered the opportunity to accept or decline the nomination.
   v. The CCRI community will be notified when the election period begins and assured of at least 14-days to submit their vote.
   vi. The election process will take place online and will, through the use of CCRI ID#s, ensure that only faculty members are able to vote for faculty positions.
   vii. Faculty or staff positions designated for union representation will be filled according to the by-laws of the respective unions.
   viii. Committee membership designated for student representation will be filled according to the by-laws of CCRI Student Government.
   ix. Results of the election and re-appointment process will be announced via email and posting on the Governance website within 7 days following the conclusion of the election period.

A. CCRI Governance Facilitator will announce the Governance voting results with a posting on the Governance Committee website, **two (2) business days** after the election closes.

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

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

## ARTICLE V. MEETINGS

### A. Committee Meetings

1. **Governance** committees will meet **at least** quarterly within an academic year (October, December, February, April), **but may meet more often as agreed upon by a majority vote of members**. Meeting time slots for each committee have been designated in advance of elections so that all interested members are aware of when they must be available for committee meetings (see Appendix B).

2. **If holidays or major conflicts require, an alternative meeting date may be selected by vote of the members. That change must be posted on the governance website within seven (7) business days of the committee vote approving the change.**

3. Summer meetings are left to the agreement of all committee members, with acknowledgement that full-time faculty are academic year employees and are not expected to be available after the day following commencement until the day convocation.

### B. Order of the Meeting

1. Meetings will:
   a. Begin on time.
   b. Follow agenda which designates time allowed for discussing each item.
   c. Be led by the Committee Chair or his/her designee.
   d. Be open to all.
   e. End on time.

2. Agendas and all pertinent material must be circulated **seven (7) business days** before the scheduled meeting.
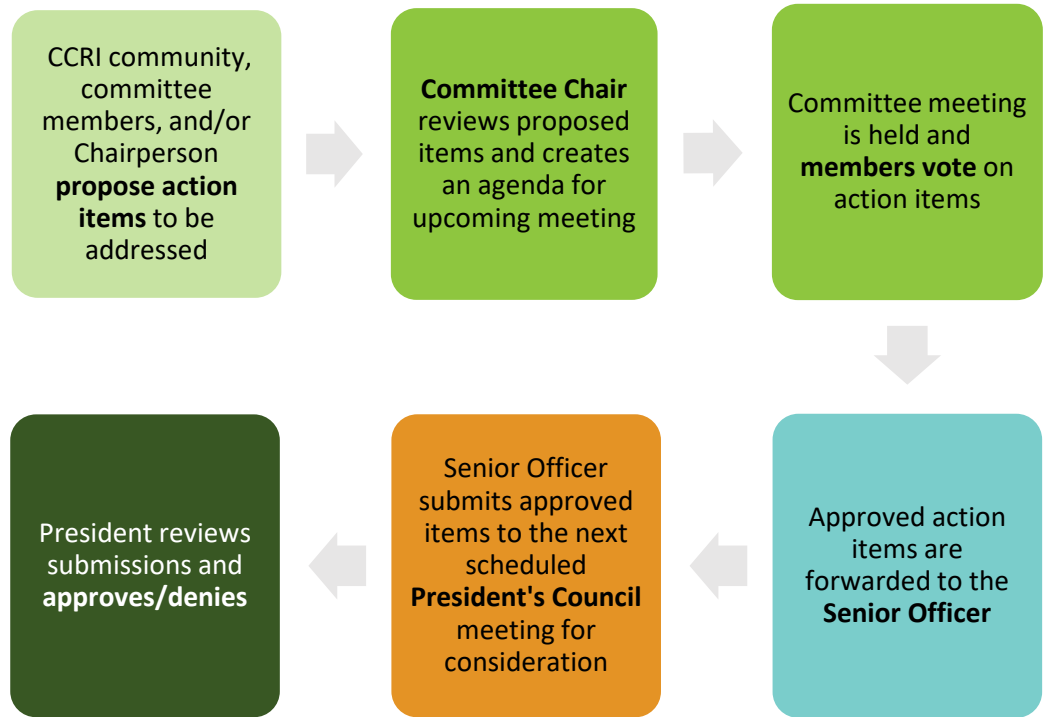
### C. Action by Majority Vote

1. Ex-officio members of committees will not be considered voting members and will not be included in the numerator or denominator when determining the existence of a quorum.

2. The secretary will establish whether or not a quorum of the committee members is present before agenda items are voted upon. A quorum shall consist of a simple majority of the attending membership; seats designated as vacant shall not be counted in the numerator or denominator.

3. After adequate discussion, the Chair will seek a vote on each action item.

4. Actions will pass if they receive a simple majority vote.

5. Action items may be amended at the committee meeting following Robert's Rules of Order (see appendix C).

6. Once an action item has been approved by a simple majority, it will be recorded that a decision has been reached, and the Chair will state the decision position for the record.

7. If any committee members who do not vote in favor of a motion wish to have their concerns noted in the minutes, the Secretary will note their concerns in the minutes.

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

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

10. Committees, guided by Robert's Rules of Order, may elect to allow for further deliberation and consideration and postpone voting to a period of **one (1) to three (3) business days** from the close of the meeting.

11. Delayed voting decisions may be conducted in person or electronically as designated by the Committee Chair. If voting electronically, the Chair must post the window of time open for voting to occur.

12. Minutes of this transaction must be posted in accordance with previously stated guidelines.

## D. Forwarding Action Items to the President's Council

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

2. Committee Chairs have the option to request a meeting with the Senior Officer of the area along with the Chairs of other committees in the same area within **five (5) business days** of committee vote in order to invite further review and discussion and vetting of the proposed item.

3. The Senior Officer will request that the recommendation be placed on the agenda of the next President's Council after having met with the Committee Chairs if so requested. If no request has been made, the Senior Officer will present the item at the President's Council meeting. The President's Council meets on the fourth Wednesday, every two months.

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

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

6. The President will review the submitted item(s) and make a final decision on implementation.

7. The President's assistant will fill out the transmittal form, obtain the President's signature, and forward the Tracking Sheet to the Committee Chair of origin for posting on the Governance web site.

**FROM PROPOSAL TO POLICY**

CCRI community, committee members, and/or Chairperson **propose action items** to be addressed

→

**Committee Chair** reviews proposed items and creates an agenda for upcoming meeting

→

Committee meeting is held and **members vote** on action items

↓

Approved action items are forwarded to the **Senior Officer**

←

Senior Officer submits approved items to the next scheduled **President's Council** meeting for consideration

←

President reviews submissions and **approves/denies**

**ARTICLE VI. EVALUATION OF THE GOVERNANCE PROCESS**

A. A Governance Coordinating Committee shall be acknowledged as a permanent committee of the governance system (see graphic). The Governance Coordinating Committee shall elect a chair from among its membership, but the secretary shall be the Governance Facilitator. Its membership includes the Chairs of all governance committees (or their designees). The charge to this committee is to:

- ensure compliance with the procedures of the Governance Document and provide guidance to governance committee Chairs and other members of the college in administering shared governance
- serve as a communication hub to inform each governance committee chair of the plans and work of other governance committees. The Governance Coordinating Committee does not have the authority to withhold policies proposed by individual governance committee Chairs; its review process is intended to encourage greater transparency and coordination.
- receive and review proposed amendments to the governance structure and coordinate bi-annual fora and votes on such amendments
- provide continuing evaluation of the current governance structure, review alternative governance models, and provide a bi-annual report to the college community
    - The bi-annual report shall be due after the bi-annual amendment process. It shall report on:
        - Amendments to the governance structure that have passed with a majority of votes
        - Policies approved and rejected since the previous bi-annual report
        - Results of any additional evaluation efforts or suggestions
    - The bi-annual report shall be submitted to the President of the college and will be posted on the governance website

B. The position of Governance Compliance Facilitator shall be renamed as Governance Facilitator. Responsibilities of the position include:

- Facilitating awareness and understanding about the Governance system to the broader CCRI community
- Attending governance committee meetings as a liaison between the Governance Coordinating Committee and other governance committees, on request, to facilitate compliance with governance procedures
- Serving as Webmaster of the governance website, including posting of agendas/minutes, updates to committee memberships, election results, and maintaining a database of policies, whether approved or rejected, that have moved through the governance system
- Serving as secretary of the Governance Coordinating Committee
- Administering the bi-annual amendment process
- Administering the annual election process
- Facilitating surveys as directed by the Governance Coordinating Committee
- Working with the Governance Coordinating Committee to develop a bi-annual report to the college community on results of amendment processes, policies that have been approved or rejected since the last report, and results of any evaluation efforts.

## ARTICLE VII. AMENDMENTS

A. Amendments to the Governance document shall be voted upon by the college community twice annually in December and May, according to the following process:

1. Marketing and Communications will distribute a notice and "proposal form" to the college community. Any member of the college community may submit a proposal.

2. Proposed amendments should be submitted to the Governance Coordinating Committee by November 1 and April 1 of each year

3. It is the responsibility of the Governance Coordinating Committee to review proposed amendments for the purpose of identifying historical context, recommending editorial revisions, and resolving competing amendments. Nevertheless, the Governance Coordinating Committee does not have the authority to withhold proposed amendments; its authority is to facilitate the process

4. The Governance Coordinating Committee will organize an open forum with video links to all four campuses so that authors of proposed amendments may answer questions. The forum will be videotaped and the video will be posted to the CCRI YouTube channel before voting commences

5. Community members unable to attend the open forum may submit questions in advance to the Governance Facilitator via email. Questions will be read and answered at the open forum

6. Voting on proposed amendments will be electronic. Voting will commence on or about December 1 and May 1 and will continue for one week

7. If it receives a majority of votes, a proposed amendment will take effect by January 1 for fall semester voting and June 1 for spring semester voting
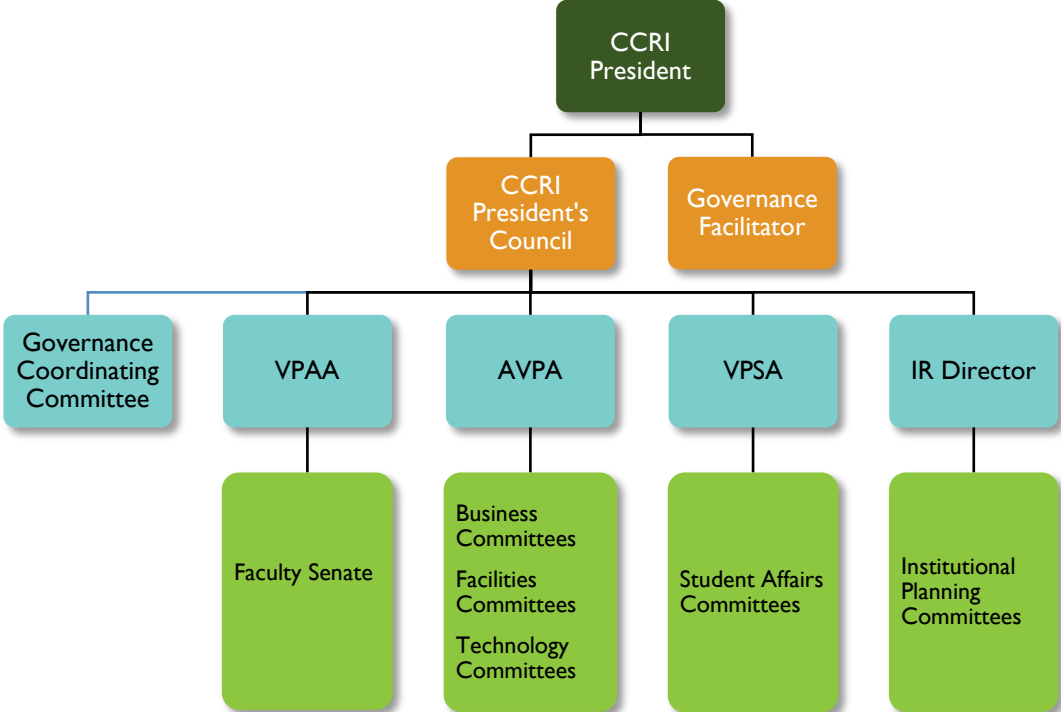
The governance structure indicates the committee areas and the senior officers to which each reports. As indicated in Article VI, the Governance Coordinating Committee is comprised of the Chairs from each committee and is charged with review and evaluation of the existing governance model.

## A. FACULTY SENATE

The CCRI Faculty Senate shall be the conduit through which all matters pertaining to instruction and academics are discussed and approved. This Senate structure allows for one focal point for faculty and the college community to view academic discourse and processes, in order to ensure transparency and openness.

The Faculty Senate is responsible for approving and coordinating any matters that come before it and ensuring that all discussions, actions, and deliberations are continually reported to the faculty via one website: www.ccri.edu/senate.

The Senate is comprised of elected full-time tenured/tenure track faculty at a ratio of approximately 1:7 of the total full-time faculty body in each academic division (AHSS, BSTM, HARS, LRC). No more than two faculty from the same subject discipline (e.g. FILM, BIOL, etc.) shall be elected. The full Senate shall meet at least monthly during the Academic Year.

Proposals that come before the Senate shall be referred to as legislation and named as follows: *Bill #academicyear-#* (e.g. Bill #20-21-1). Bills approved or in process will be listed on the Senate website.

**Senate Leadership Committee:**
The Chair, Vice-Chair and four Senators elected from the elected membership of the Senate, and the CCRIFA President, shall constitute the regular members of the Senate Leadership Committee. The Senate Leadership Committee shall meet at least bi-weekly during the Academic Year.

- Chair
- Vice Chair
- Member
- Member
- Member
- Member
- CCRIFA President

**Standing Senate Sub-Committees:**
The Chair of the Faculty Senate shall name newly elected faculty members and chairpersons to standing Senate committees and special committees. All appointments are subject to confirmation by the Senate. Non-full-time faculty serving on sub-committees shall be ex-officio members.

Senate committee appointments shall commence following the close of the Spring 2021 semester and be completed prior to the start of the 2021-2022 academic year.

1. Academic Advisory
2. Academic Computing
3. Academic Quality Assessment
4. Calendar
5. Department Chairs

6. Distance Learning Advisory
7. General Education
8. Service, Community Life, and Experiential Learning

The election of Senators shall occur immediately following the approval of this amendment. Following the Senate election, the Senate Leadership Committee shall then be elected and begin drafting Senate By-Laws and a Constitution, as well as refinements to the Senate structure, subject to the approval of the full Senate.

## STANDING SENATE SUB-COMMITTEES

### 1. Academic Advisory Committee (AAC)

**Purpose:** Responsible for developing, reviewing, and evaluating academic policies for the college.

**Membership Structure:**
- Representatives from each academic department (1member, 22 total)
- Student Services Representatives (2 members appointed by VPSA)
- Academic Dean (1 member appointed by VPAA)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total: 28 members**

### 2. Academic Computing Committee (ACC)

**Purpose:** To provide guidance in the form of policy proposals and procedural recommendations regarding academic technology related issues, projects, implementation, costs and priorities.

**Membership Structure:**
- Academic Dean (1 member appointed by VPAA)
- Business Affairs Representative (1 member appointed by AVPA)
- Enrollment Services Representative (1 member)
- Director of Instructional Technology and Online Learning (1 member)
- Full-Time Faculty (7 members)
- LRC Full-Time Faculty (1 member)
- Instructional Technology (1 member)
- Classroom Support Representative (1 member appointed by CIO)
- Disability Services Representative (1 member appointed by Dean of Opportunity and Outreach)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)
- CIO (ex officio)

**Total: 19 members**

### 3. Academic Quality Assessment Committee (AQAC)

**Purpose:** Address all matters pertaining to program review and assessment of student learning outcomes.

**Membership structure:**

- AHSS Chairs (3 members)
- BSAT Chairs (2 members)
- HARS Chairs (2 members)
- Library Representative (1 member)
- Director, Academic Program Review and Accreditation (1 member appointed by VPAA)
- Distance Education/Instructional Design member (1 member appointed by VPAA)
- Director, Institutional Research and Assessment (1 member)
- Student Affairs Representative (1 member)
- Enrollment Services Representative (1 member)
- VPAA Ex-Officio or Designee (1 member)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total: 17 voting members**

## 4. Calendar Committee

**Purpose:** Plan academic and events calendar for all college campuses.

**Membership structure:**
- Academic Dean (1 member appointed by the VPAA)
- Facilities Representative (1 member)
- Records Representative (1 member)
- Student Success Representative (1 member)
- Business Office Representative (1 member appointed by AVPA)
- Financial Aid Office Representative (1 member)
- Full-Time Faculty Representatives (2 members)
- Informational Technology Representative (1 member)
- Marketing & Communications Representative (1 member)
- Faculty member responsible for catalog coordination (1 member appointed by VPAA)
- CWCE Representative (1 member)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total: 15 members**

## 5. Department Chairs Committee (DCC)

**Purpose** Review, deliberate, and vote on academic policy that affects one or more disciplines and/or departments for the purpose of collaborating with other academic governance committees, and advising the Vice President for Academic Affairs.

**Membership Structure:**
- Department Chairs (1 member from each department, 22 total)
- Deans of Academic Divisions (4 members)
- Representative from Student Government (2 members as appropriate)

**Total: 28 members**

## 6. Distance Learning Advisory Committee (DLAC)

**Purpose**: Address matters pertaining to online course quality, evaluation, delivery, structure.

**Membership structure:**
- Full-Time AHSS Faculty (4 members)
- Full-Time BSAT Faculty (4 members)
- Full-Time HARS Faculty (4 members)
- Full-Time LRC Faculty (1 member)
- Director of Instructional Technology and Online Learning (1 member)
- Director, Academic Program Review and Accreditation (1 member appointed by VPAA)
- Academic Dean (1 member appointed by VPAA)
- Instructional Designer (1 member appointed by VPAA)
- IT – Instructional Technology (1 member appointed by Information Services)
- IT – Administrative Programming Support (1 member appointed by CIO)
- IT – User Support (1 member appointed by CIO)
- Enrollment Services Representative (1 member appointed by AVPSS)
- Disability Services Representative (1 member appointed by AVPSS)
- Full-Time Faculty (at large) (3 members)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total:  28 members**

## 7. General Education Committee (GEC)

**Purpose:** Address matters, courses, policies pertaining to CCRI's General Education and *CCRI's Definition of an Educated Person.*

**Membership structure:**
- Student Affairs Representative (1 member)
- Advising & Counseling Representative (1 member)
- Academic Dean (1 member appointed by the VPAA)
- Full-Time AHSS Faculty (3 members)
- Full-Time BSAT Faculty (2 members)
- Full-Time HARS Faculty (2 members)
- Full-Time LRC Faculty (1 member)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total: 14 members**

## 8. Service, Community Life, and Experiential Learning

**Membership structure:**
- TBD

**Total: TBD**

## B. BUSINESS COMMITTEES

## 1. Strategic Budget and Planning Committee

**Purpose:** The CCRI Strategic Budget and Planning Committee shall provide a transparent and inclusive process for the review of planning, budgeting and assessment of college strategic investments. The Committee shall be advisory to the President. It will ensure that the College

community has knowledge and input into resource allocations and strategic investments, affirming that they are guided by the strategic plan and mission of CCRI.

**Membership structure:**
- Business Office Representative (1 member appointed by the AVPA)
- Controller's Office Representative (1 member appointed by the AVPA)
- Vice President for Business Affairs (1 member)
- Student Affairs Representative (1 member)
- Academic Divisional Deans (2 members appointed by the VPAA)
- Facilities Representatives (4 members, one from each CCRI campus, appointed by AVPA)
- Department Chairs (3 members)
- CWCE Representative (1 member appointed by VPWFD)
- Information Technology Representative (1 member appointed by CIO)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total:  18 members**

## C.  FACILITIES COMMITTEES

### 1.  Health and Safety Committee

**Purpose:** To make recommendations towards providing a safe and healthy environment for all campuses, faculty, staff, students and visitors by supporting policies, changes and or procedures for dealing with dangerous or potentially harmful conditions.

**Membership structure:**
- School Nurse (1 member)
- Facilities Representative (1 member appointed by AVPA)
- Threat Assessment Representatives (2 members)
- Director of Communications (1 member)
- College Police Representative (1 member appointed by head of CCRI College Police)
- Business Office Representative (1 member appointed by AVPA)
- Academic Affairs Representative (1 member appointed by VPAA)
- Faculty Representatives from each campus (4 members)
- Student Services Representative (1 member)
- IT Representative (1 member)
- ESPA Representative (1 member)
- Student Representatives (2 members representing different campuses)
- CCRIFA President or Designee (1 member)
- CCRIPSA Representative (1 member)

**Total: 19 members**

### 2.  Educational Spaces Committee

**Purpose:** To collectively evaluate and make recommendations to enhance the appearance of and to ensure that the efficient use of the college's facilities are up to date, effective, safe, comfortable, and reflect the physical, technological, and pedagogical needs that support the faculty, staff and students who utilize them.

**Membership structure:**

- CWCE Representative (1 member)
- Informational Technology Representative (1 member)
- Facilities Representative (1 member)
- Business Office Representative (1 member appointed by AVPA)
- Academic Affairs Representative (1 member appointed by VPAA)
- Faculty (4 members, one from each campus)
- Enrollment Services Representative (1 member)
- Information Technology Representative (1 member appointed by CIO)
- Physical Plant Representative (1 member appointed by Director of Administration)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total: 15 members**

## D.  TECHNOLOGY COMMITTEES

### 1.  Administrative Technology Committee (ATC)

**Purpose**:  Provide input to the President's Council with regard to technology related issues, projects, implementation, costs, and priorities.

**Membership Structure:**
- Chief Information Officer (1 member appointed by AVPA)
- Human Resources Representative (1 member appointed by AVPA)
- Enrollment Services Representative (1 member appointed by AVPA)
- Controller's Office Representative (1 member appointed by AVPA)
- Director of Institutional Research (1 member)
- CWCE Representative (1 member)
- Director of MIS (1 member)
- Academic Affairs Coordinator (1 member)
- ESPA Representative (1 member)
- CCRIPSA Representative (1 member)
- Disability Services Representative (1 member appointed by Dean of Opportunity and Outreach)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total:  14 members**

## E.  INSTITUTIONAL PLANNING COMMITTEES

### 1.  Strategic Plan Committee

**Purpose:** Create strategic directions to assist the college in achieving its mission in the context of anticipated complex challenges and opportunities within the next three to five-year period.

**Membership structure:**
- Senior officers/Vice Presidents of the college (4 members appointed by President)
- Academic deans (4 members appointed by VPAA)
- CWCE Representative (1 member)
- Department chair from each academic division (4 members)
- Faculty (2 members)
- Human Resources Representative (1 member)

- Informational Technology Representative (1 member)
- Director of Institutional Research (1 member appointed by President)
- Campus Police Representative (1 member)
- Physical Plant Representative (1 member)
- Business Affairs Representative (1 member)
- Student Affairs Representative (1 member)
- Financial Aid Representative (1 member)
- Advising & Counseling Representative (1 member)
- Dean of Students (1 member)
- Opportunity Outreach Representative (1 member)
- Enrollment Services Representative (1 member)
- Institutional Advancement Representative (1 member)
- EPSA Representative (1 member)
- PTFA Representative (1 member)
- PSA Representative (1 member)
- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total: 34 members**

## 2. Institutional Accessibility Committee

**Purpose:** The Institutional Accessibility Committee is an institutional committee formed to promote an open, welcoming campus climate that is accessible for all persons, including those with disabilities. We are comprised of individuals from all areas of the college, including faculty, staff and students. The committee strives for a standard of excellence that reaches beyond minimal compliance with federal and state mandates by:

- Identifying physical, technological, procedural, communicative, instructional, attitudinal and other barriers to accessibility;
- Recommending policies and other actions to eliminate barriers and promote the most accessible campus possible;
- Promoting training and education for college personnel;
- Serving as a resource to the college community;
- Working collaboratively throughout all areas of the College to promote a campus culture that is open, knowledgeable, accessible and supportive of all persons, including those with disabilities.

**Membership structure:**
- Dean, Office of Opportunity and Outreach Program Representative (1 member)
- Assistant Director, Affirmative Action/Title IX and ADA/Section 504 (1 member)
- Dean of Students (1 member)
- Advising and Counseling Representative (1 member)
- Academic Dean (1 member appointed by VPAA)
- Dean of Health and Rehabilitative Sciences (1 member)
- Faculty (2 members)
- Disability Services Representative (1 member)
- Admissions Representative (1 member)
- Physical Plant Representative (1 member)
- Information Technology Representative (1 member)
- Office of the President (1 member)
- Workforce Partnerships Representative (1 member)
- Marketing and Communications Representative (1 member)

- Student Representatives (2 members)
- CCRIFA President or Designee (1 member)

**Total: 18 members**

## 3. Data Governance Committee

**Purpose:** To ensure that CCRI relies on the right people involved at the right time using the right data to make the right decisions. Data governance focuses on improving data quality, protecting access to data, establishing business definitions, maintaining metadata, and developing data policies and procedures.

**Membership structure:**
- Director of Institutional Research, ex officio
- CIO
- Director of Assessment and Accreditation
- Director of Operations, Information Security
- Enrollment Records Representative (Appointed by VPSA)
- Executive Director of Strategic Initiatives
- Finance/Business Office Representative (Appointed by VPFS)
- Financial Aid Representative (Appointed by VPSA)
- Faculty (2)
- Institutional Advancement Representative (Appointed by VPIA)
- Registrar Representative (Appointed by VPSA)
- Workforce Partnerships Representative (Appointed by VPWP)

**Total: 13 members**

## F. STUDENT AFFAIRS COMMITTEES

## 1. Student Advisory Committee

**Purpose:** Address all matters pertaining to students.

**Membership structure:**
- Advising & Counseling Representative (1 member)
- Office of Enrollment Services (1 member)
- Disability Services Representative (1 member)
- Athletics Staff (1 member appointed by AVP Student Services)
- Student Government Representatives (4 members, 1 representing each campus selected by Student Government)
- Student Success Representative (1 member)
- Faculty (2 at-large members, plus 1 representative from each campus)
- Department Chairperson (1 members)
- Student Life Representative (1 member)
- Academic  Dean (1 member appointed by the VPAA)
- CCRIFA President or Designee (1 member)

**Total: 19 members**

## G.  GOVERNANCE COMMITTEES

### I.  Governance Coordinating Committee

**Purpose:** To ensure compliance with the procedures of the Governance Document, provide guidance to committee Chairs and other members of the college in administering shared governance, serve as a communication hub between and among Governance committees, and provide continuing evaluation of the current governance structure.

**Membership structure:**
- Chair, Distance Learning Advisory Committee
- Chair, General Education Committee
- Chair, Academic Quality Assessment Committee
- Chair, Academic Advisory Committee
- Chair, Department Chairs Committee
- Chair, Strategic Budget and Planning Committee
- Chair, Health and Safety Committee
- Chair, Educational Spaces Committee
- Chair, Administrative Technology Committee
- Chair, Academic Computing Committee
- Chair, Calendar Committee
- Chair, Strategic Plan Committee
- Chair, Institutional Accessibility Committee
- Chair, Student Advisory Committee
- Faculty, BSATM (1 member; elected)
- Faculty, AHSS (1 member; elected)
- Faculty, HARS (1 member; elected)
- Faculty, LRC (1 member; elected)
- Faculty (1 member; elected)
- Faculty (1 member; elected)
- CCRIFA President (or Designee)
- Student Affairs representative (appointed by VPSA)
- Student Affairs representative (appointed by VPSA)
- Student Affairs representative (appointed by VPSA)
- Business Affairs representative (appointed by VPSF)
- Business Affairs representative (appointed by VPSF)
- Business Affairs representative (appointed by VPSF)
- CCRIPSA representative (1 member)
- ESPA representative (1 member)
- Governance Compliance Facilitator

**Total: 30 Members**

## APPENDIX A

**SUGGESTED COMMITTEE MEETING DAYS & TIMES**

| Meeting Day | Committee | Meeting Time |
|---|---|---|
| 1st Friday of the month | | 9:30a – 11:00a |
| | Health and Safety Committee | 11:00a – 12:30p |
| | General Education Committee | 12:30p – 2:00p |
| | | 2:00p – 3:30p |
| 2nd Friday of the month | | 9:30a – 11:00a |
| | Academic Quality Assessment Committee | 11:00a -12:30p |
| | Governance Coordinating Committee | 12:30p – 2:00p |
| **2nd Tuesday** | Department Chairs Committee | 12:30p - 2:00p |
| | | 2:00p – 3:30p |
| 3rd Friday of the month | | 9:30a – 11:00a |
| | Academic Computing Committee | 11:00a -12:30p |
| | Distance Learning Advisory Committee | 12:30p – 2:00p |
| | Student Advisory Committee | **1:00p – 2:30p** |
| | Institutional Accessibility Committee | 2:00p – 3:30p |
| **4th Monday (Aug, Nov, Feb, May)** | Administrative Technology Committee | **9:00a – 10:30a** |
| 4th Friday of the month | Strategic Budget and Planning Committee | 9:30a – 11:00a |
| | Educational Spaces Committee | 11:00a -12:30p |
| | | 12:30p – 2:00p |
| | Academic Advisory Committee | 2:00p – 3:30p |

*Not scheduled
Calendar Committee
Strategic Planning Committee

Please note: When action items are sent to the senior officer for final approvals, the President's Council meets on the fourth Wednesday, every two months.

**ROBERT'S RULES OF ORDER**

**What are Robert's Rules of Order?**
The first edition of the book was published in February 1876 by U.S. Army Major Henry Martyn Robert. Its procedures were loosely modeled after those used in the United States House of Representatives. Robert wrote Robert's Rules of Order after presiding over a church meeting and discovering that delegates from different areas of the country did not agree about proper procedure. The book is now in its 10th edition; Robert's Rules of Order Newly Revised (RONR).

**Robert's Rules of Order provides applicable rules governing key matters of meeting and general procedures, including:**

- Establishing a **Constitution and Bylaws** for your student organization
- Structure of the meeting **Agenda** and debate
- **Motions**; including making, seconding, debating, modifying and amending motions
- Sufficient majority and simple majority and which decisions are appropriate to them
- Establishment of a **quorum**
- Definition of **membership**
- **Voting** rights of presiding officer and voting procedures

**AN OUTLINE OF BASIC PARLIAMENTARY PROCEDURE**
Prepared by Douglas N. Case
*Parliamentary Authority:* **Robert's Rules of Order, Newly Revised**, *Tenth Edition, 2001.*

**I. Rules Governing an Organization**
State and Federal Law - governing corporations, tax-exempt organizations, public legislative bodies, etc.

Articles of Incorporation - applicable to corporations
Governing Documents of Parent Organizations - applicable to chapters, affiliates, etc. of larger organizations

A. Local Constitution and Bylaws - defines the organization's basic structure and fundamental rules. Normally requires a 2/3 vote and prior notice for amendment and are not subject to suspension.
B. Standing Rules - operating procedures consistent with all of the above. Normally can be amended by majority vote at any business meeting and can be suspended.
C. Rules of Order - parliamentary authority, superseded by any of the above that conflict. Precedent and Custom - apply when there are no written rules governing a situation.

**II. Purposes of Parliamentary Procedure**
- Ensure majority rule
- Protect the rights of the minority, the absentees and individual members
- Provide order, fairness and decorum
- Facilitate the transaction of business and expedite meetings

### III. Basic Principles of Parliamentary Procedure
- All members have equal rights, privileges and obligations.
- A quorum must be present for the group to act – if the bylaws of the organization do not establish a quorum, the general rule is that a majority of the entire membership must be present in order to transact business.
- Full and free discussion of every motion is a basic right.
- Only one question at a time may be considered, and only one person may have the floor at any one time.
- Members have a right to know what the immediately pending question is and to have it restated before a vote is taken.
- No person can speak until recognized by the chair.
- Personal remarks are always out of order.
- A majority decides a question except when basic rights of members are involved.
- A two-thirds vote is required for any motion that deprives a member of rights in any way (e.g., cutting off debate).
- Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
- The chair should always remain impartial.

### IV. Typical Order of Business
A. Call to Order
B. Opening Exercises, if applicable
C. Roll Call/Determination of a Quorum
D. Adoption of the Agenda
E. Reading and Approval of the Minutes of the Previous Meeting
F. Reports of Officers
G. Reports of Standing Committees
H. Reports of Special (Ad hoc) Committees
I. Special Orders
J. Unfinished Business and General Orders
K. New Business
L. Program, if applicable
M. Announcements
N. "Good of the Order"
O. Adjournment

### V. Role of the Presiding Officer
A. Remain impartial during debate - the presiding officer must relinquish the chair in order to debate the merits of a motion
B. Vote only to create or break a tie (or 2/3 for matters requiring a 2/3 vote) – exception: the presiding officer may vote on any vote by ballot
C. Determine that a quorum is present before transacting business
D. Introduce business in proper order
E. Recognize speakers
F. Determine if a motion is in order
G. Keep discussion germane to the pending motion
H. Maintain order
I. Put motions to a vote and announce results
J. Employ unanimous consent (general consent) when appropriate

## VI. General Procedure for Handling a Motion

A. A member normally must obtain the floor by being recognized by the chair.
B. Member makes a motion.
C. A motion must normally be seconded by another member before it can be considered. Before the motion is restated by the chair, any member can rise, without waiting to be recognized, and suggest a modification of the wording to clarify the motion. The maker of the motion can choose to accept or reject the modified wording (does not require a second). If the motion is in order, the chair will restate the motion and open debate (if the motion is debatable). The maker of a motion has the right to speak first in debate.
Debate is closed when:
  1. Discussion has ended, or
  2. A two-thirds vote closes debate ("Previous Question")
D. The chair restates the motion, and if necessary clarifies the consequences of affirmative and negative votes.
E. The chair calls for a vote.
F. The chair announces the result.
G. Any member may challenge the chair's count by demanding a "Division of the Assembly."

## VII. General Rules of Debate

A. No members may speak until recognized by the chair.
B. All discussion must be relevant to the immediately pending question.
C. No member may speak a second time until every member who wishes to speak has had the opportunity to do so.
D. No member can speak more than twice to each motion.
E. No member can speak more than ten minutes.
F. All remarks must be addressed to the chair – no cross debate is permitted.
G. It is not permissible to speak against one's own motion (but one can vote against one's own motion).
H. Debate must address issues not personalities – no one is permitted to make personal attacks or question the motives of other speakers.
I. The presiding officer must relinquish the chair in order to participate in debate and cannot reassume the chair until the pending main question is disposed of.
J. When possible, the chair should let the floor alternate between those speaking in support and those speaking in opposition to the motion.
K. When a large number of people wish to speak to a motion it may be advisable for the chair to make a speakers' list.
L. Members may not disrupt the assembly.
M. Rules of debate can be changed by a two-thirds vote.

**VIII. Motions in Ascending Order of Precedence**

Only one main motion may be on the floor at a time, but more than one secondary motion may be on the floor. When any of the motions on the following list is the immediately pending motion (i.e., the last motion made), any motion listed below it on the list can be made at that time and any motion above it on the list cannot be made at that time. Pending motions must be disposed of in descending order of precedence.

A. **Main Motion** - introduces business to the assembly for its consideration. A main motion can only be made when no other motion is pending. A main motion yields to privileged, subsidiary and incidental motions.

B. **Subsidiary Motions** - change or affect how the main motion is handled (voted on before the main motion)

1. **Postpone Indefinitely** - made when the assembly does not want to take a position on the main question. Its adoption kills the main motion for the duration of the session and avoids a direct vote on the question. It is useful in disposing of a poor motion that cannot be either adopted or expressly rejected without possibly undesirable consequences. Unlike other subsidiary motions, debate on the motion to postpone indefinitely can go into the merits of the main motion.

2. **Amend** - changes the wording of the main motion before it is voted upon. An amendment must be germane to the main motion. Its acceptance does not adopt the motion thereby amended; that motion remains pending in its modified form. Rejection of an amendment leaves the pending motion worded as it was before the amendment was offered. An amendment can: delete words, phrases, sentences or paragraphs; strike out words, phrases or sentences and insert new ones; add words, phases, sentences or paragraphs; or substitute entire paragraph(s) or the entire text of the motion and insert another. When an entire motion is substituted for another, the chair must first call for a vote on the Motion to Substitute to determine the advisability of substituting a new motion. If the Motion to Substitute passes, the chair then throws the Substitute Motion open to debate. The Substitute Motion in turn must be voted upon, and is subject to amendment. Note: There is no provision in Robert's Rules for a "Friendly Amendment." The only way a motion can be modified without a vote, after it has been stated by the Chair, is with the unanimous consent of the members present.

3. **Secondary Amendment** - An amendment can be offered to an amendment (amendment of the second order). Amendments of the third order are not permitted.

4. **Refer (Commit)** - sends a pending motion to a standing committee, or to an ad hoc (special) committee to be appointed or elected, for consideration. The motion to refer may include instructions to investigate, recommend, or take action, and may specify the composition of the committee.

5. **Postpone Definitely (Postpone to a Certain Time)** - delays action until a certain time specified in the motion (not beyond the next regular business meeting).

6. **Limit or Extend Debate** - is used (1) to reduce or increase the number or length of speeches permitted or (2) to require that debate be closed at a specified time. It requires a two-thirds vote.

7. **Previous Question ("Call for the Question")** - immediately closes debate if passed. Requires a second and a two-thirds vote.

8. **Lay on the Table** - enables the assembly to lay the pending question aside temporarily when something else of immediate urgency has arisen. It is not debatable. A motion to lay on the table is out of order if the evident intent is to avoid further consideration of the motion. Frequently when one indicates a desire "to table" a motion, the correct motion is either to Postpone Indefinitely or Postpone Definitely.

C. **Privileged Motions** - do not relate to the pending business but have to deal with urgent matters which, without debate, must be considered immediately.

1. **Call for the Orders of the Day** - requires the assembly to conform to the agenda or to take up a general or special order that is due to come up at the time ("time certain"), unless two-thirds of those voting wish to do otherwise. A member can interrupt a speaker to call for the orders of the day.

2. **Raise a Question of Privilege** - permits a request or main motion relating to the rights and privileges of the assembly or any of its members. Examples include requests relating to members' ability to hear a speaker or a request to go into "executive session" (closed session). A member may interrupt a speaker to raise a question of privilege.

3. **Recess** - used to request an intermission which does not close the meeting.

4. **Adjourn** - used to close the meeting immediately. Not debatable.

5. **Fix the Time to Which to Adjourn** - sets the time, and sometimes the place, for another meeting ("adjourned meeting") before the next regular business meeting to continue business of the session.

## IX. Incidental Motions (Questions of procedure that arise out of other motions and must be considered before the other motion)

A. **Point of Order** - used when a member believes that the rules of the assembly are being violated, thereby calling on the chair for a ruling and enforcement of the rules. A member can interrupt a speaker to raise a point of order.

B. **Appeal** - used to challenge the chair's ruling on a question of parliamentary procedure. A member can interrupt a speaker to appeal from the decision of the chair.

C. **Suspend the Rules** - used to make a parliamentary rule or special rule of an organization temporarily inoperative. The motion cannot be applied to the constitution and bylaws unless those documents include specific provisions for suspension. Normally requires a two-thirds vote.

D. **Withdraw** - permits the maker of a motion to remove it from deliberation after the motion has been stated by the chair. If there is not unanimous consent, the motion is debated and voted upon.

E. **Point of Information** - requests to the chair, or through the chair to another officer or member, to provide information relevant to the business at hand. A point of information must be in the form of a question. A request for information regarding parliamentary procedure or the organization's rules bearing on the business at hand is referred to as a Parliamentary Inquiry.

F. **Objection to the Consideration of a Question** - suppresses business that is irrelevant or inappropriate and undesirable to be discussed. The objection must be made immediately (acceptable to interrupt a speaker). Does not require a second, is not debatable, and requires a two-thirds vote opposed to consideration in order to pass.

G. **Division of a Question** - divides a motion containing two or more provisions that can stand alone so that each provision can be considered and voted upon separately. Not debatable.

H. **Division of the Assembly** - used to demand a rising vote to verify the vote count. The motion can be made without obtaining the floor, does not require a second, is not debatable, and does not require a vote.

**X. Main Motions That Bring a Question Back Before the Assembly**
   A. **Take from the Table** - resumes consideration of a motion laid on the table earlier in the same session or in the previous session. Not debatable.
   B. **Reconsider** - reopens a motion to debate that has already been voted upon in the same session. The motion to reconsider can only be made by a member who voted on the prevailing side. It suspends action on the motion to which it is applied until it has been decided. It cannot be postponed beyond the next regular business session.
   C. **Rescind (Annul or Repeal) or Amend Something Previously Adopted** - repeals or amends a motion for which it is too late to reconsider. Normally requires a two-thirds vote of those present or a majority vote or the entire membership; however, if previous notice has been given then only a majority vote of those present is required. A motion to rescind cannot be applied to action that cannot be reversed.

**XI. Voting**
   A. **Majority vote** - defined as more than half of the votes cast by those present and voting (i.e., excluding abstentions) unless the organization's rules specify otherwise (e.g., majority of those present, or majority of the entire membership)
   B. **Two-thirds vote** - defined as at least two-thirds of those present and voting, unless otherwise specified by the organization's rules. Examples of motions that require a two-thirds vote: to close, limit, or extend debate; to suspend the rules; to amend the constitution and bylaws; to close nominations; to remove an officer or expel a member; or to object to the consideration of a motion.
   C. **Voting by the Chair** - except when there is a ballot vote, the chair only votes when his/her vote would affect the result.
   D. **Methods of Voting**
       1. Voice vote - method normally used
       2. Show of hands or rising vote - used to verify an inconclusive voice vote or on motions requiring a two-thirds vote
       3. Ballot - normally used for election of officers and when ordered by a majority vote
       4. Roll call vote - used when it is desired to have a record of how each member voted. Can be ordered by a majority vote unless the organization's bylaws specify otherwise.
       5. **Proxy voting** is prohibited unless specifically provided for in the charter or bylaws.

# APPENDIX C

**AAUP JANUARY 2013**
**The Inclusion in Governance of Faculty Members Holding Contingent Appointments**

*The report was prepared by a joint subcommittee of the Association's Committee on Contingency and the profession and the Committee on College and University Governance, was approved by both parent committees, and was adopted by the AAUP Council at its November 2012 meeting.*

**Summary of recommendations:**
1. Institutional policies should define as "faculty" and include in governance bodies at all levels individuals whose appointments consist primarily of teaching or research activities conducted at a professional level. These include (1) tenured faculty, (2) tenure-track faculty, full and part-time nontenure-track faculty and researchers, (librarians who participate substantially in the process of teaching.
2. Eligibility for voting and holding office in institutional governance bodies should be the same for all faculty regardless of full or part-time status. Institutions may wish to establish time-in-service eligibility requirements.
3. All members of the faculty, defined on the basis of their primary function as teachers, and assuming that they meet any time-in-service requirements, should be eligible to vote in all elections for institutional governance bodies on the basis of one person, one vote.
4. All faculty members, regardless of their status or appointment type, should, in the conduct of governance activities, be explicitly protected by institutional policies from retaliation in the form of discipline, non-reappointment, dismissal, or any other adverse action.
5. Faculty holding contingent appointments should be compensated in a way that takes into consideration the full range of their appointment responsibilities. Where such compensation does not exist, its absence should not be used to exclude faculty on contingent appointments from voluntarily serving in governance.

**Conclusion:**

The inclusion in governance roles of faculty who hold contingent appointments has problematic aspects, but it is crucial to establishing strong faculty governance. The governance system must be protected by the most rigorous possible commitment in spirit, in writing, and in fact to prevent retaliation against all those who voice opinions in the governance process that may offend those with more power.

Full and meaningful integration of faculty in shared governance is possible only where academic freedom is protected by tenure or tenure-like terms and conditions of employment. The faulty must be able to exercise its collective voice freely and fully if it is to effectively determine the course of higher education. Toward this goal, democracy and active voluntarism must be combined with a culture of faculty solidarity across all ranks and classifications.

## APPENDIX D

## AGENDA TEMPLATE

Visit this link to access a copy of the agenda template.

## APPENDIX E

## MINUTES TEMPLATE

Visit this link to access a copy of the minutes template.

## APPENDIX F

## TRANSMITTAL FORM

Visit this link to access a copy of the transmittal form.