

ERRATA: 2009-10 GUIDE TO GOVERNANCE

The following changes/corrections have been made to the Guide since its original distribution in October 2009. The document following this errata sheet has been corrected as follows:

COVER:

Corrected to read “**2009-10** Guide to Governance” (distributed 2009-10 labels to the Committees so the members could correct their covers)

ALL COLLEGE COUNCIL MEMBERSHIP:

Allen Chamberland

TECHNOLOGY COMMITTEE MEMBERSHIP:

added **Holly Kularski** as the 2nd Jenzabar representative

SPRING 2010 CALENDAR:

When first distributed, only the dates of the Forums and the meetings of the Academic Affairs committee for Spring, 2010 had been updated with corrected dates and meeting rooms, etc. (only the first two rows of the Table were correct). The revised Table was distributed to the Committee members at the November, 2009 meeting (and electronically as well) and is contained in this document.

SUGGESTED CHANGES FOR NEXT YEAR:

John Solaperto: noticed that we refer in the booklet to a Committee Agenda Template – either create and insert the Template or remove the reference to the Template.



QUINSIGAMOND
Community College

2009-2010

Guide to Governance

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Governance Committees for 2009-10

All-College Council	Category
Susan Laprade	Assistant Vice President (ex officio, non voting)
Peg McGrath	Faculty - Health Care
Robert Yosca	Faculty - Math & Social Sciences
Lisa Palmer	Faculty - Humanities
Sharron Gillies	Faculty - Business & Technology
Roger Meservey	Faculty - Human Services & Science
Linda Malone	Classified Staff Member
Mary DeBlois	Non-Unit Professional
Michelle McCrillis	Unit Professional
Linda Grochowolski	Adjunct - ad hoc member
Allen Chamberland	Student Member

Administrative Services	Category
Todd Emmons	Vice President of Administrative Services (ex officio, non voting)
Jim Brown	Non-Unit Professional
Patricia Solitro	Non-Unit Professional
Pat Schmohl	Faculty
Ralph Parente	Faculty
Elda Zeko	Unit Professional
Donna Harvey	Classified Staff
Deb Bush	Classified Staff
Liz Hanlan	Classified Staff
Laura Brown	Student Member

Technology	Category
Ken Dwyer	Chief Technology Officer (ex officio, non-voting)
Carol Bosworth	Faculty - Health Care
Rafael Vicente	Faculty - Math & Social Sciences
Amy Beaudry	Faculty - Humanities
Robert Desilets	Faculty - Business & Technology
Maggie Crowell Murray	Faculty - Human Services & Science
Joan Perry	Classified Staff
Denise Cross	Unit Professional
Ingrid Skadberg	Non-Unit Professional
Deb LaFlash	Jenzabar CX Representative
Holly Kularski	Jenzabar CX Representative
Edward Sanchez	Student Member

Enrollment & Student Services	Category
Steve Sullivan	Vice President of ESS (ex officio, non voting)
Meagen Mulherin	Director, Student Life & Sports Management (ex officio, non-voting)
Eileen Potvin	Faculty Member
Priscilla Underwood	Faculty Member
Jane June	Dean of Instruction (appointed by AA VP)
Lori Gourouses	Non-Unit Professional
John Solaperto	Unit Professional
Laurie Behrman	Classified Staff Member
Michael Harper	Student Member
Jamas Branchard	Student Member
Steven Tribastone	Student Member
n/a	Student Member
n/a	Student Member
n/a	Student Member

Academic Affairs	Category
Pat Toney	Vice President of Academic Affairs (ex officio, non-voting)
Jane June	Dean/Health Care
• Brenda Marshall	Faculty Majority Member / Health Care
• Meg Yoder	Faculty Majority Member / Health Care
• Jane Gauthier	Faculty Majority Member / Health Care
• Karen Dufault	Faculty Majority Member / Health Care
• Linda LeFave	Faculty Majority Member / Health Care
Kathy Rentsch	Dean/Business & Technology
• Charu Trivedi	Faculty Majority Member / B &T
• Dadbeh Bigonahy	Faculty Majority Member/ B &T
• Mary Newman	Faculty Majority Member/ B &T
Jim Brown	Dean/Math & Social Sciences
• Steve Zona	Faculty Majority Member / M &SS
• Philomena Brassard	Faculty Majority Member / M &SS
• Sandra England	Faculty Majority Member / M &SS
• Leslie Horton	Faculty Majority Member / M &SS
• Ken Wong	Faculty Majority Member / M &SS
Nancy Schoenfeld	Dean/ Human Services & Science
• Charlene Mara	Faculty Majority Member / H S &S
• Andria Schwartz	Faculty Majority Member / H S &S
• Bill McCarthy	Faculty Majority Member / H S &S
Nicole Currier	Dean/Humanities
• Jim Rice	Faculty Majority Member / Hum
• Steve Rayshick	Faculty Majority Member / Hum
• Laraine Sommella	Faculty Majority Member / Hum
• John Stazinski	Faculty Majority Member / Hum
Jane Shea	Assistant Vice President
Anne Pound	Assistant Dean/Library & Acad. Support Services
Tara Fitzgerald-Jenkins	Registrar
Martin Muysenberg	Unit Professional (elected by AA)
Camille Fowley	Student (elected by Student Senate)
Crystal Carpenter	Student (elected by Student Senate)

ALL COLLEGE HOUR MEETINGS

2:00 - 3:00 PM

Week of the Month	Tuesday	Thursday
1 st	All College Forum	Union Executive Committee
2 nd	Academic Affairs Committee	Union Meeting
3 rd	<ul style="list-style-type: none">★ All College Council★ Technology Committee★ Enrollment & Student Services Committee★ Administrative Services Committee	Division Meetings
4 th	Free/as needed <i>(Coordinators Council)</i>	Free/as needed <i>(Faculty Senate)</i>
5 th	Free/as needed	Free/as needed

GOVERNANCE CALENDAR FALL SEMESTER 2009

Meetings take place during the All College Hour, 2:00 - 3:00 p.m.

<i>GROUP</i>	<i>MEETINGS (Date, Time, Place)</i>			
	<i>September</i>	<i>October</i>	<i>November</i>	<i>December</i>
ALL COLLEGE FORUM	NO FORUM	10/6 @ 2:00 pm Room 109A&B	11/3 @ 2:00 pm Room 107A	12/1 @ 2:00 pm Room 109A&B
<i>Academic Affairs</i>		10/13@ 2:00 pm Room 107A	11/10 @ 2:00 pm Room 107A	12/8 @ 2:00 pm Room 107A
<i>All College Council</i>		10/20 @ 2:00 pm Room 123A	11/17 @ 2:00 pm Room 123A	12/15 @ 2:00 pm Room 123A
<i>Administrative Services</i>		10/20 @ 2:00 pm Room 220A	11/17 @ 2:00 pm Room 220A	12/15 @ 2:00 pm Room 220A
<i>Enrollment & Student Services</i>		10/20 @ 2:00 pm Monk's Room	11/17 @ 2:00 pm Monk's Room	12/15 @ 2:00 pm Monk's Room
<i>Technology</i>		10/20 @ 2:00 pm Room 107A	11/17 @ 2:00 pm 109B HLC	12/15 @ 2:00 pm Room 107A
GOVERNANCE REVIEW TEAM	<i>Fall Semester Meetings: October 27 and December 1</i>			

GOVERNANCE CALENDAR SPRING SEMESTER 2010

Meetings take place during the All College Hour, 2:00 - 3:00 p.m.

<i>GROUP</i>	<i>MEETINGS (Date, Time, Place)</i>			
	<i>February</i>	<i>March</i>	<i>April *</i>	<i>May**</i>
ALL COLLEGE FORUM	2/2 @ 2:00 pm Room 107A	3/2 @ 2:00 pm HLC 109A&B	4/6 @ 2:00 pm Room 107A	5/4 @ 2:00 pm TOWN MEETING HLC 109A&B
<i>Academic Affairs</i>	2/9 @ 2:00 pm Room 107A	3/9 @ 2:00 pm Room 107A	4/13 @ 2:00 pm Room 107A	5/11 @ 2:00 pm Room 107A
<i>All College Council</i>	2/16 @ 2:00 pm Room 123A	3/16@ 2:00 pm Room 123A	4/20 @ 2:00 pm Room 123A	5/18 @ 2:00 pm Room 123A
<i>Administrative Services</i>	2/16 @ 2:00 pm Room 220A	3/16@ 2:00 pm Room 220A	4/20 @ 2:00 pm Room 220A	5/18 @ 2:00 pm Room 220A
<i>Enrollment & Student Services</i>	2/16@ 2:00 pm Monks Room	3/16@ 2:00 pm Monks Room	4/20 @ 2:00 pm Monks Room	5/18 @ 2:00 pm Monks Room
<i>Technology</i>	2/16 @ 2:00 pm Room 107A	3/16 @ 2:00 pm Room 107A	4/20 @ 2:00 pm Room 107A	5/18 @ 2:00 pm Room 107A
GOVERNANCE REVIEW TEAM	<i>As needed; dates/times/places to be announced</i>			

* Nomination Period for 2010-11 Governance Committees (APRIL)

** Election of Members of 2010-11 Governance Committees (MAY)

Revised Constitution of the
Quinsigamond Community College
Governance

Revised March, 2002
Edited: May, 2004

PREAMBLE

gov·er·nance

NOUN : 1. The act, process, or power of governing; government: "Regaining a sense of the state is thus an absolute priority, not only for an effective policy against . . . terrorism, but also for governance itself" (Moorhead Kennedy) 2. The state of being governed.

The American Heritage® Dictionary of the English Language: Fourth Edition.

Collegial governance is an internal process. It may be defined as the collaborative participation of representative members of the College in developing policies and recommendations under which the College is governed and administered. It comprises a wide range of committees that make recommendations to the President, who then acts on the recommendations, or prepares final recommendations to the Board of Trustees when appropriate. The system is dependent upon early and ongoing consultation with affected or interested members of the campus community, all of whom have the opportunity and obligation to inform the deliberations and to advise committees. Information concerning college-wide committee deliberations is made available to all members of the campus community.

An ideal shared-governance model is collegial in nature, recognizing the contributions and requirements of all members of the college in a group consensus process. This process fosters a sense of empowerment, equal partnership and a vested interest in successful outcomes of institutional policy and implementation decisions. The purpose of such a system is to direct all available physical and financial resources toward meaningful improvement and progress.

The Quinsigamond Community College Governance Structure is composed of representatives of all college constituencies with the intention that faculty, staff, and students have the right to participate effectively in the decision-making process at the campus level. All constituent groups of the Governance Structure share the responsibility of acting jointly in recommending policies that will guide the College toward its goals, ensuring that the college can effectively fulfill its mission.

PRINCIPLES

1. The governance system is based upon the concept of a College-wide 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. A representative system shall advise the President and the President's senior staff.
4. All constituencies shall be a part of the representative system.
5. The constituencies involved shall be all administrative and professional staff, faculty, students (in most cases represented by the Student Senate), and classified personnel and shall include full and part-time employees.
6. The makeup of any standing committee shall be based upon the expertise and domain of the constituencies involved.
7. All Administrative staff who have the accountability and responsibility for the implementation of policy shall have a voice within the advisory process.
8. Policy decisions made outside the representative system shall be at a minimum and limited to emergencies. The representative system shall give further consideration to all such actions, at the earliest opportunity.
9. Governance shall not infringe on areas directly covered by collective bargaining contracts.

STRUCTURE

The governance structure shall consist of:

- The All-College Council
 - A deliberative body overseeing governance.
 - The All-College Forum
 - An opportunity for dialogue among all members of the college community.
 - The Academic Affairs Committee
 - A Standing Committee of the All-College Council dealing with academic policies.
 - The Administrative Services Committee
 - A Standing Committee of the All-College Council dealing with administrative policies.
 - The Technology Committee
 - A Standing Committee of the All-College Council dealing with technology-related policies.
 - The Enrollment and Student Services Committee
 - A Standing Committee of the All-College Council dealing with student-related policies.
1. The representation of a constituency on the All-College Council and the standing committees shall be chosen by open elections. Each constituency shall determine the method of election.
 2. Official governance bodies shall be responsible for recommending policies and other matters consistent with the philosophy of the governance structure and the Mission of the College.
 3. Each standing committee shall include as a member (non-voting, ex officio) the Administrator having primary responsibility for administering policies developed by that committee.
 4. Any recommendation by a governance body will be reconsidered if requested by petition to the President and the appropriate governance body from any one or more of the following:

- a. One-third of the Unit Professional staff;
 - b. One-third of the Classified staff;
 - c. A majority of any Instructional unit;
 - d. A majority of the Student Senate;
 - e. The appropriate Senior Administrator
5. A quorum of any governance body shall consist of a simple majority of the voting members.
 6. Every year, each governance body shall elect a chairperson from among its members and shall establish such rules and procedures as are necessary for carrying out its functions according to the principles of governance.
 7. All permanent committees, task forces and ad-hoc committees dealing with policy must report to the appropriate official governance body.
 8. Each standing committee shall forward all policy recommendations to the All-College Council and shall send a representative from the standing committee to present each policy recommendation to the ACC.
 9. The membership of all Governance committees shall be published College-wide on or before September 30th.
 10. Official minutes shall be taken at each Governance committee meeting, and shall be published College-wide within seven calendar days of the meeting.
 11. The governance bodies will meet regularly through the academic year. The following times shall be set aside for such meetings:
 - a. All-College Forum: First Tuesday of the month at 2:00 pm
 - b. Academic Affairs Committee: Second Tuesday of the month at 2:00 pm
 - c. All-College Council & all Standing Committees: Third Tuesday of the month at 2:00 pm

12. There shall be such flexibility in this meeting schedule to allow for holidays, inclement weather, and members' schedules.

POLICY FORMAT

1. An introductory statement or paragraph shall set forth the basic principles on which the policy rests and any rationale necessary to make the intent of the policy clear.
2. Sufficient detail shall be included to make the operation of the policy clear and unambiguous.
3. Only such procedures and regulations as shall be deemed necessary to illustrate the operation of the policy need be included with the policy. All other procedures and regulations shall be left to the discretion of the appropriate Administrator.
4. Administrative committees and councils that implement policy rather than develop it shall keep affected constituencies informed of their actions even though they are not a part of the governance structure

ALL -COLLEGE COUNCIL

Membership

- Executive Assistant to the President (non-voting, ex officio)
- 1 Faculty Representative from each Instructional Unit
- 1 Student
- 1 Classified Staff Member
- 1 Non-Unit Professional
- 1 Unit Professional

Functions

1. To originate proposals for the standing committees and to review all policies proposed by the standing committees.
2. To set up ad-hoc committees to deal with governance matters which cannot normally be handled within the existing governance system. The ad-hoc committee(s) shall report to the appropriate standing committee.

3. To review policies as necessary.
4. To coordinate the activities of the standing committees, when necessary for the smooth operation of governance, e.g. hold elections when vacancies occur on the ACC and the standing committees.
5. To review and redefine the functions of the standing committees when requested.
6. To maintain a current policy manual that shall be easily accessible to the College community.
7. To initiate and to seek constituency approval for amendments to the governance system.

PROCEDURE FOR POLICY RECOMMENDATION/APPROVAL

1. Any member of the college community may make a recommendation to their constituency's representative on the appropriate standing committee, or on the All-College Council.
2. Once the All-College Council receives the recommendation, the recommendation shall be referred to the appropriate standing committee for consideration at their next scheduled meeting.
3. If the standing committee determines that the recommendation should become college policy, the committee shall forward the proposal to the All-College Council.
4. The All-College Council, upon receipt of a proposal of policy from a standing committee, shall schedule the proposal as an agenda item for the next scheduled All-College Forum. The All-College Council shall inform the college community of their opportunity to discuss the proposed policy at the All-College Forum.
5. Following the All-College Forum, the All-College Council shall take action on the proposal, together with a rationale if the proposal is disapproved, within 30 calendar days. For any policy disapproved, the Council shall submit a written rationale for its

rejection within 30 calendar days to the standing committee. The All-College Council may also refer the proposal back to the standing committee within 30 calendar days with recommendations for modification and resubmission.

6. Any policy approved by the All-College Council shall be forwarded to the President within 30 calendar days.
7. The President shall act on all recommendations within 30 calendar days.

THE ALL-COLLEGE FORUM

Membership

The All-College Forum is open to all members of the College Community. The Chairperson of the All-College Council (or designee) shall act as Moderator.

Functions

To provide the opportunity for dialogue among the President, faculty (both full-time and part-time), staff, and students, regarding College policies and significant educational issues.

Meetings

The All-College Forum will meet on the first Tuesday of October, November, December, February, March, April, May of each academic year.

Agenda

The agenda for all meetings of the Forum will be established via the All-College Council and disseminated to the College community a minimum of five calendar days prior to each scheduled meeting of the Forum. All items passed by a standing committee of the All-College Council (not including course/program approval) will be placed on the All-College Forum agenda prior to final consideration by the Council. The All-College Council may include other agenda items if they are received in writing a minimum of ten calendar days prior to a scheduled meeting of the Forum. The All-College Council will establish guidelines for their consideration of proposed agenda items.

THE ACADEMIC AFFAIRS COMMITTEE

Membership

Vice-President of Academic Affairs (non-voting, ex officio)

Faculty Majority Representation*

One Unit Professional from Academic Affairs, elected by unit professionals within this area

Two Students, elected by the Student Senate

The Deans of Instruction of the Academic Divisions

The Dean of Instruction for Continuing Education

The Assistant Dean for Library and Academic Support Services

The Registrar

At-Large Faculty Members (either full-time or part-time)**

* Faculty representation from each Academic Division will be as follows:

1 Faculty representative per 10 full-time faculty members in an Instructional Unit. For purposes of apportionment of faculty representatives, 5 part-time day faculty-teaching sections as of September 15 of the previous year will equate to one full-time faculty member in the faculty count. The full-time faculty count will also be based on figures of the same date. Each Academic Division will have no fewer than 2 representatives (either full-time or part-time).

Within Academic Divisions there should be fair representation by discipline.

**At all times the number of faculty members (either full-time or part-time) on this body should exceed the number of non-faculty representatives. At-large faculty members will be elected to bring the number of faculty representatives to a voting majority, if necessary.

Academic Division elections will be held during the April Division meetings.

Functions

1. To recommend educational policies regarding programs of the College and their appropriateness to the educational objectives of the College.
2. To recommend policies concerning new curricula, program, departments, courses, or changes.
3. To recommend policies dealing with number, description, credit hours, contact hours, and prerequisites of courses.
4. To recommend policies for acquisition, availability and use of books, periodicals and other instructional materials to ensure a well-balanced collection.
5. To recommend policies for innovative approaches to the educational objectives of the College.
6. To 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. To develop policies in cooperation with the Enrollment and Student Services Committee relating to students' rights and responsibilities, academic advising, academic honesty and discipline, and their implementation.
8. To recommend new programs and courses.
9. To make recommendations on all program and course revisions or proposals introduced by the Academic Units.
10. To review, at the committee's first meeting of the semester, any decisions made since the committee's last meeting.

PROCEDURE FOR COURSE/PROGRAM APPROVAL

1. Faculty or other qualified employees of the college must submit proposals for revisions to existing credit courses within degree or certificate programs to the appropriate Dean of Instruction

on the appropriate form. In addition, proposals for new degree or certificate programs as well as recommendations concerning program or certificate closure must be submitted through the same process.

2. The Dean of Instruction will forward the proposal to the appropriate Work Area or Department which shall review and either approve or disapprove. If approved the Work Area shall return the proposal, along with their recommendation, to the Dean of Instruction. The Dean of Instruction will submit the proposal to the next meeting of the Academic Division. If the Work Area or Department does not recommend approval of the proposal, they shall return it along with their rationale for their decision to the Presenting Party. The Presenting Party may resubmit the proposal with changes or may request that the proposal, along with Department's or Work Area's rationale for disapproval, be forwarded to the next level.
3. The Academic Division shall review and comment on all proposals at their next scheduled meeting, following receipt of the fully completed forms.
4. Each approved proposal together with the comments of the Academic Division will be submitted to the Academic Affairs Staff who shall review and comment on all proposals within fifteen calendar days of receipt of the fully completed forms. The Academic Affairs Staff may return proposals to the Academic Division with a list of concerns or suggestions. The appropriate Dean of Instruction may also agree to the changes suggested by the Academic Affairs Staff. If a proposal is returned to the Division, the Division may resubmit the proposal for consideration at a later date.
5. The Academic Vice-President shall forward all proposals that have been reviewed by both the Division and the Academic Affairs Staff to the Academic Affairs Committee. The Academic Affairs Committee shall make a recommendation on each proposal.
6. If a quorum of the Academic Affairs Committee is not available within thirty days, or the request is urgent, the President or the

Vice-President for Academic Affairs may give temporary approval for one semester.

7. Faculty may seek approval to offer a course on a trial basis without going through this process provided they have the approval of their Division Dean and the Vice President of Academic Affairs. The course may only be offered once, and then it must seek formal approval before it can be offered again.
8. The Academic Vice-President will take final action on the proposal within eight calendar days, together with a rationale if the proposal is disapproved. In the case of a disapproved proposal, the Academic Vice-President shall make suggestions for modification. In cases of the creation or the closing of a degree or certificate program, the Academic Vice-President shall forward the proposal to the President for final approval within eight calendar days.
9. Proposals concerning the creation of new certificate or degree programs or the closure of any degree or certificate programs will be brought by the President to the Board of Trustees for consideration at their next scheduled meeting.
10. The Academic Vice-President will promulgate the information to the College Community within eight calendar days. Policies shall not be implemented until they are published to the College Community.

ADMINISTRATIVE SERVICES COMMITTEE

Membership

Vice-President of Administrative Services (non-voting, ex officio)

2 Non-Unit Professionals

2 Faculty Members

1 Unit Professional

1 Student

3 Classified Staff Members

Functions

1. To develop non-academic policies for the day-to-day operations of the College.
2. To recommend policies covering the bookstore, food service and the security of the College.
3. To develop policies concerning reproduction, communication and supply services.
4. To develop policies for the supervision and the maintenance of the College facilities and grounds.

TECHNOLOGY COMMITTEE

Membership

The Chief Technology Officer (non-voting, ex-officio)

1 Faculty Member from each Division

1 Classified Staff Member

1 Unit Professional

1 Non-Unit Professional

2 Representatives from the Jenzabar CX Users Group

1 Student Representative

Functions

1. To review and recommend technology policies for the day-to-day operations of the college's Administrative Computing systems.
2. To review and recommend technology policies for the day-to-day operations of the college's Academic Computing Center.
3. To review and recommend policies governing the deployment of Computer-Assisted Technologies.
4. To review and recommend policies covering the security of the college Information Systems and data.
5. To review and recommend policies concerning electronic communications and messaging.
6. To review and recommend policies regarding electronic materials published on the Internet and local Intranet.
7. To coordinate the development of additional technology related policies as appropriate.

ENROLLMENT AND STUDENT SERVICES COMMITTEE

Membership

Vice-President of Enrollment and Student Services (non-voting, ex officio)

Director of Student Life & Sports Management (non-voting, ex officio)

A minimum of 3 Students, a maximum of 6 Students

2 Faculty Members

1 Dean of Instruction, appointed by the Vice-President for Academic Affairs

1 Non-Unit Professional

1 Unit Professional

1 Classified Staff Member

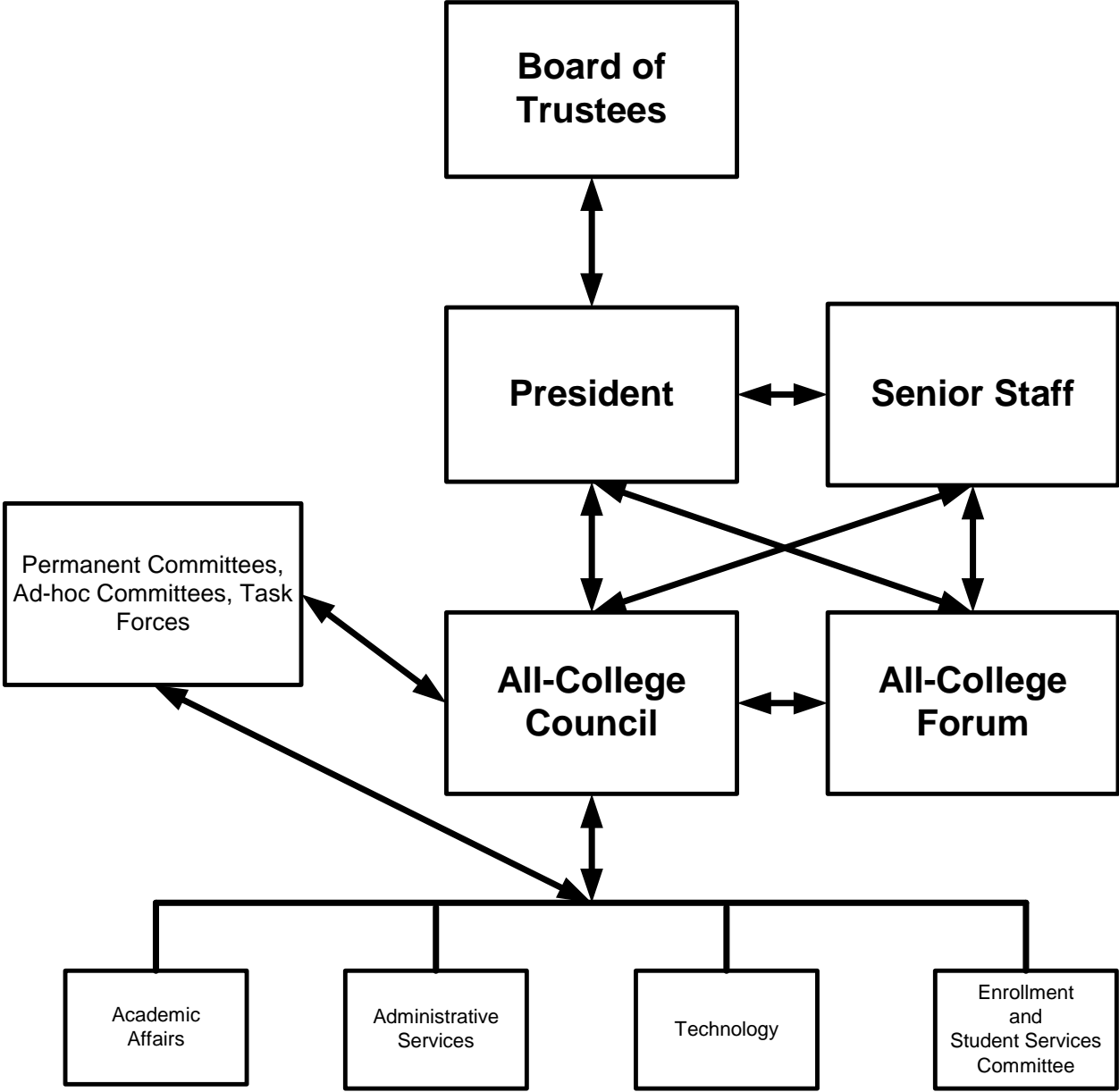
Functions

1. To develop policies addressing the right of each student to participate responsibly in a broad range of student activities and to benefit from available student services.
2. To develop policies, in cooperation with the Academic Affairs Committee, relating to students' rights and responsibilities, academic advising, academic honesty and discipline, and their implementation.
3. To recommend policies that will aid in the distribution of student government funds in accordance with the mission of the College.
4. To develop policies on the confidentiality of student records, in accordance with current laws.
5. To develop policies concerning collegiate athletic activities and other extracurricular activities.
6. To develop policies regarding advertisers, recruiters, and the distribution of literature on campus.
7. To develop, in cooperation with the appropriate standing committee, policies for financial aid, academic advising, and other enrollment services.

TERMS OF SERVICE

1. In the first week of April, the Chairperson of the All-College Council shall inform the College Community as well as the individual constituencies of upcoming elections to the All-College Council and Standing Committees. Elections shall be held in the third week of April, over a two-day period. Student representatives shall be elected in the fall. All representatives shall assume their duties at the beginning of the school year.
2. In elections, the vote of a part-time employee (faculty, 12-month Professional, or Non-Unit Professional) shall carry one-quarter the weight of a full-time employee's vote.
3. Students shall be elected to the governance committees by a method to be determined by the Student Senate. These students will represent the Student Senate and are expected to obtain input from the Senate on all issues.
4. In the event of a vacancy on a governance committee, it shall be the responsibility of the constituency involved to elect a replacement.
5. If a majority of a constituency feels insufficiently represented on any committee because of excessive absenteeism of one or more members from that constituency, it may elect replacements. Where vacancies or absences make it difficult to meet the quorum, that committee may call for new elections.
6. No elected member may serve on more than one standing committee at a time.

Governance Structure



The Role of the Committee Chair

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

1. To oversee the proceedings of the Committee meeting in a manner that allows all members to participate in the discussions and deliberations.
2. To enlist the assistance of Committee members in formulating and establishing such rules and procedures as are necessary for carrying out the Committee'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. (See TEMPLATE)
4. To ensure that a Committee member is assigned to take Minutes at each meeting.
5. To encourage attendance by Committee members to ensure that a quorum is present at each meeting. (*A quorum of the Committee shall consist of a simple majority of all voting members.*)
6. To review the Minutes, once transcribed, and to forward the Minutes to the Assistant to the President within six (6) calendar days of the meeting, in order to allow sufficient time for their collegewide publication on the seventh (7th) calendar day.
7. To attend All College Forums (*held on the first Tuesday of each month*) in order to stay informed of the workings of other College Governance Committees.

The Role of Each Committee Member

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

1. To attend Committee 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 Committee discussions and deliberations.
4. To attend All College Forums (*held on the first Tuesday of each month*) in order to stay informed of the workings of other College Governance Committees. This is especially important when the All College Forum topic being presented originated in your Committee.

The Role of Meeting Note -Taker

The Governance Constitution states: *Official minutes shall be taken at each Governance committee meeting, and shall be published College-wide within seven calendar days of the meeting. (p.5)*

To support this, Governance Committees 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 Committee has been provided a TEMPLATE 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:
 - Date/time/place of meeting
 - Attendance of Committee Members
 - Names of Observers (non-committee members) present
 - 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 Committee 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.*)
7. If non-agenda item issues are raised that require lengthy discussion, the Chair, or other Committee 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.
8. It is always wise to transcribe the Minutes at the earliest opportunity. The Governance Constitution dictates that the Minutes of each Committee be published within seven calendar days. In order 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 Committee 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 with the Committee.
2. By Monday following the meeting, the Chair has resolved any issues that have been identified and forwarded the final copy of the Minutes to Susan Laprade for publication (3 days).
3. The Minutes are prepared for publication on the Tuesday (1 week) following the Committee meeting.

<u>POLICY TEMPLATE</u>	
1.0	Purpose: Subject of the policy; what the policy addresses. Use one to three sentences at most. For example, "This policy provides guidelines for the use of weapons on campus."
2.0	Revision History: History of document changes, whether they are minor typographical errors, major improvements, or re-engineering efforts.
3.0	Persons Affected: List of persons or groups that might influence or support a specific policy.
4.0	Policy: A policy is a general statement of a rule or purpose reflecting the organizational goals and vision of the College. A policy covers recurring situations and ensures consistent and objective decisions throughout the organization.
5.0	Definitions: Provide definitions for words that might be confusing, have different possible meanings, or are being used in a specific way. Include forms, acronyms, technical words, and abbreviations.
6.0	Responsibilities: Short summary of the roles and responsibilities of the individuals who perform the actions of a policy including the person responsible for assuring overall compliance.
7.0	Procedures: A procedure is a plan of action for achieving a policy, a method by which a policy can be accomplished, providing instructions needed to carry out the policy. Procedures provide the means by which the policy can be carried out.
8.0	Sanctions: What happens to violators, who makes the decisions, and who carries out the sanction.

POLICY AND PROCEDURE RESEARCH & WRITING TIPS BY MR. STEPHEN PAGE FOR QCC

Research Tips

1. Use cross-functional teams to help study new policy or procedure ideas and/or revisions to existing policies and procedures. In addition to your committee members try to talk to individuals who actually do the work (as in the case of procedures). A goal of shared governance is to have broad participation in the development of all policies and procedures.
2. Research the Internet to see what other community colleges are doing for a particular topic. Use Google or Yahoo to make your searches as they represent nearly 95% of all search traffic. Use the sample policies or procedures as reference material and to help guide questions to pose of other team members.
3. Use a flowchart to help understand and illustrate the workflow. This is a good talking tool. There is no need to include the flowchart in the policy or procedure unless it adds to the value of the document.
4. Research the forms, documents, reports, web pages, or other items (e.g., brochures, literature, etc.) that affect the policy or procedure. Add the document in the definitions section of the writing format and include a sample in the appendices section at the back of the document.

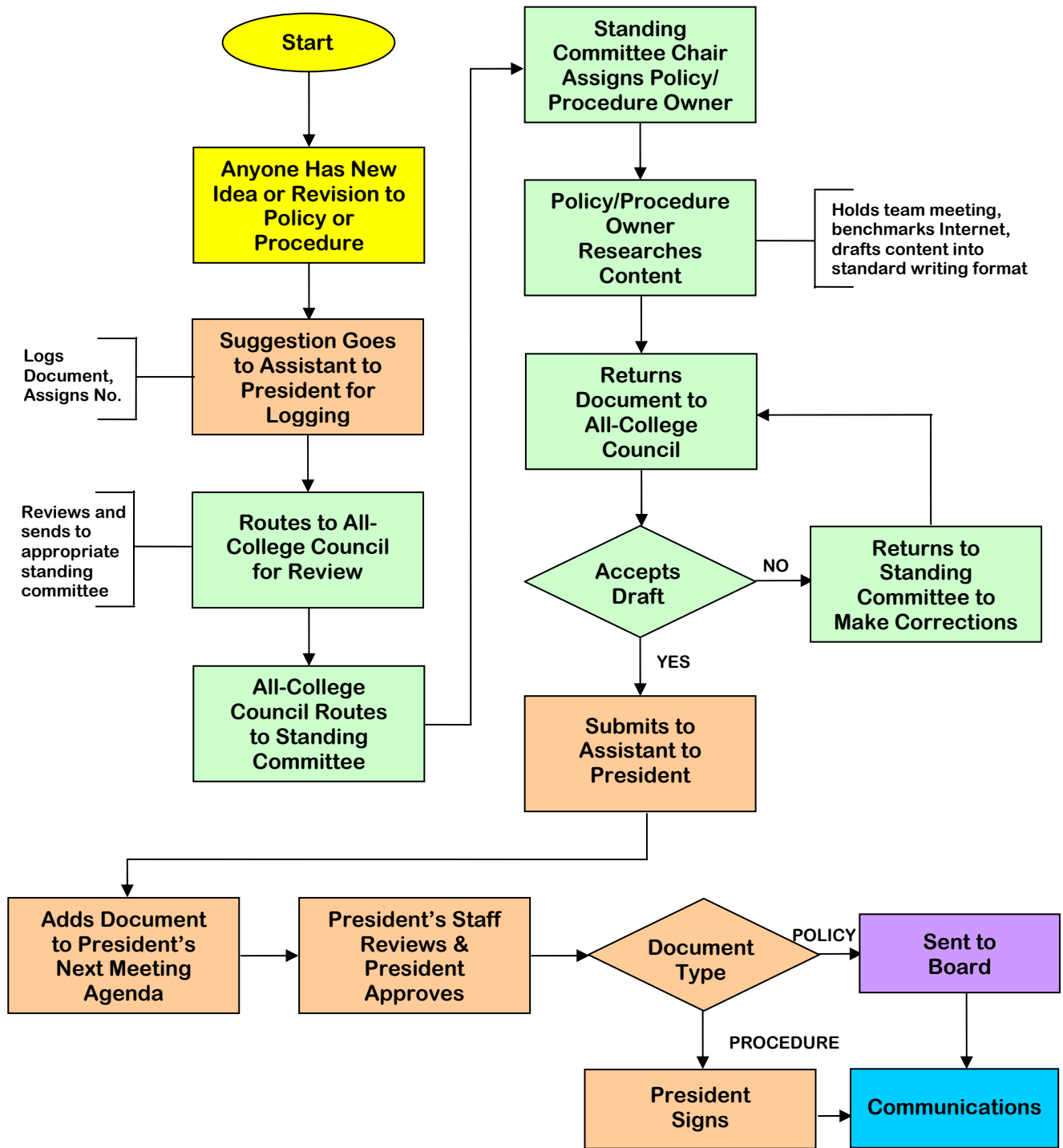
Writing Tips

1. Use standard writing format for policies and procedures; if you don't have anything to input into a section, write "Not Applicable". Do not eliminate sections. Every policy and every procedure must have the same number of sections and same heading titles to be consistent.
2. Double space between sections.
3. The writing format is set up to permit you to ask different people to write sections of the policy or procedure. The policy/procedure owner is responsible for compiling all ideas and

thoughts and for making sense of the information as it is finalized into the writing format.

4. Use gender-free writing style; try to avoid he or she or he/she usage.
5. Use short sentences and paragraphs where possible. For each paragraph, start a new section.
6. Use flowchart as a guideline from which to write the flow of the "Procedures" section.
7. Show samples of forms, exhibits, and flowcharts in appendices section; reference their existence in the "Definitions" section of the writing format.
8. Research or benchmark other community colleges to find samples of related policies and procedures. Use them for reference purposes and questions to pose of others.
9. Use teams to help study issues and concerns.
10. Incorporate forms into an appendix.
11. Build "control points" into policies and procedures, e.g., a person, software, or department of people, who acts as a watchdog to assure that a policy or procedure is being followed.
12. Define all technical terms, acronyms, abbreviations, and forms, in the "Definitions" section.
13. Publish policies on light blue paper and procedures on white paper.
14. Use outline indents for each section of the policy or procedure. For example, one section might be indented as:
6.0 Procedures
 6.1 Anyone entering a campus building . . .
 6.1.1 An x-ray wand will be used . . .
 6.1.2 An x-ray machine will be used . . .
 6.2 Any weapon found will be . . .

Quinsigamond Governance Process



Roles and Responsibilities

President and President's Staff

- Oversees the "Shared Governance" process and assures its continued success.
- Serves as the highest and final level of review on policies and procedures.
- Serves as the review body for POLICIES going to the Board of Trustees for approval; President approves and submits Policy to Board of Trustees.
- Serves as an appeals body for POLICIES rejected at a lower level in the governance process.
- Serves as a review body for PROCEDURES; President approves and returns PROCEDURES to Assistant to President for distribution and communication.
- Oversees dissemination of information, communications, and training material forwarded to campus community.
- Keeps abreast of long-range goals, vision, and mission of community.
- Vice Presidents: (1) interact with subordinate committees and provide guidance (2) walk the talk (no lip service).

All-College Council

- Serves as primary receiver of all suggestions for new or revised policies and procedures.
- Routes new or revised policies and procedures to Assistant to President for logging purposes.
- Acts as central body for making recommendations regarding the creation, updating, and management of college-wide policies and procedures.
- Works closely with standing committees and with community.
- Reviews new or revised policies and internal procedure documents proposed by standing committees to assure (1) standard writing format used; (2) document is complete and accurate; (3) document serves a purpose; and (4) document takes was properly reviewed by all constituents.
- Returns documents to standing committees if content is not acceptable or resolvable.
- Works closely with All College Forum in gaining consensus on proposed policies and procedures.
- Compiles all agreed-upon suggestions into final format (Policy/Procedure Owner should be asked to finalize

Assistant to the President

- Catalogues and assigns number or revision letter to new or revised policies and procedures. (Assistant to President becomes the permanent coordinator of all incoming and outgoing policies and procedures).
- Receives action minutes from governance committees and includes in President's newsletter as appropriate.
- Receives and coordinates policies and procedures from the All-College Council with the President and her Staff.
- Presents and reviews recommended policies and procedures with President's Staff.
- Prepares approved policies for submission to the Board of Trustees.
- Prepares approved policy and procedure documents for distribution in President's newsletter, email, and Intranet.
- Maintains version control over policy and procedure documents.
- Maintains master Policy and Procedure Manuals.

Standing Committees

- Standing committees recommend plans, policies, and procedures to the All-College Council in support of the educational goals of the College.
- Coordinates and forwards suggested changes to policies and procedures from constituents to the All-College Council prior to starting any preliminary research on draft policies and procedures (requires approval to start work).
- Chairs appoint Policy/Procedure Owners to draft, coordinate, maintain, and train policies and procedures.
- The Policy/Procedure Owner shall:
 - a. Write policies and procedures in accessible, easy-to-read, English language, using non-technical terms and standard writing format.
 - b. Use teamwork to study, draft, and derive a final solution to a suggested or revision to a policy or procedure.
 - c. Determine forms, if any, should be included and/or revised.
 - d. Assist with assuring approved policies and procedures are understood and followed by all constituencies affected by the policy or procedure.

and return to Committee).

- Routes document to Assistant to President to present to the President and her Staff for review and/or approval.
- Maintains Policy and Procedure Manuals for Committees and Forum Members to review.
- Keeps abreast of long-range goals, vision, and mission of community.

e. Be accountable for outcome of policies and procedures.

f. Be responsible for maintenance and revisions.

- Keeps abreast of long-range goals, vision, and mission of community.

Minutes

QCC GOVERNANCE MEETING

Date:

Committee:

Chair:

Note taker:

Name:

Extension:

Attendees:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Observers:
(others in attendance)

Resource persons:
(presenters, etc.)

Special notes:
(handouts, etc.)

ISSUES BOX or
Items for Future
Agenda:

Next meetings:

- ★
- ★
- ★

Topic 1		
Discussion:		
Conclusions:		
Action items:	Person responsible:	Deadline:
Topic 2		
Discussion:		
Conclusions:		
Action items:	Person responsible:	Deadline:
Topic 3		
Discussion:		
Conclusions:		
Action items:	Person responsible:	Deadline:

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:

EDITS TO THE GOVERNANCE DOCUMENT -
MAY 4, 2004
OCTOBER 2007

Corrected Title

Enrollment & Student Services Committee

- The Director of Student Life & Sports Management (non-voting, ex officio)
- ex officio
- Revised title (Executive Assistant)

Assigned Ex Officio Member

All College Council

- Assistant to the President (non-voting, ex officio)

Corrected Membership Title Listing

Technology Committee

- Change from Administrative Services Users Group to Jenzabar
- CX Users Group

John Kelley has taken Steve Marini's place on the Academic Affairs Committee
11/16/06 (was listed as TBA)

Edits: Anne Pound's Title corrected on the list of Academic Affairs committee

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