ALLEGANY COLLEGE
of MARYLAND

All-College Assembly Constitution & Bylaws

with
SUPPORTING DOCUMENTS

Professional College Staff Adoption	09/29/16
All College Assembly Ratification	09/29/16
Board of Trustees Approval	10/24/16

ACM Shared Governance Timeline

Summer 2016
Revised draft of All-College Constitution published to college community, along with drafts of proposed by-laws for Curriculum Committee and Academic Standards, as well as other supporting documents.

August 18, 2016
Update provided at All-College Staff Meeting by Dr. Kurt Hoffman.

Feedback from college community accepted to document drafts via:

- *completion of Survey Monkey*
- *contact constituency representatives (regardless of paid membership in associations)*
- *contact any member of the Consitution Workgroup*
- *attend specially-called meeting(s) to discuss the new document drafts and processes.*

September 2016
Early Sept., the Constitution workgroup considers feedback to the draft documents and presents a final draft to PAT for review by mid-September.

By Sept. 16, final draft of the Constitution published to college community, and All-College meeting date announced to vote on it.

By Sept. 30, specially-called All-College* meeting to vote on the Constitution.

If passed, bylaws for Academic Standards and Curriculum committees will be considered by the newly formed All-College Assembly.

**All full-time employees expected to attend; all part-time employees encouraged.*

October 2016
If passed, committees begin a year of transitioning to the new governance methods.

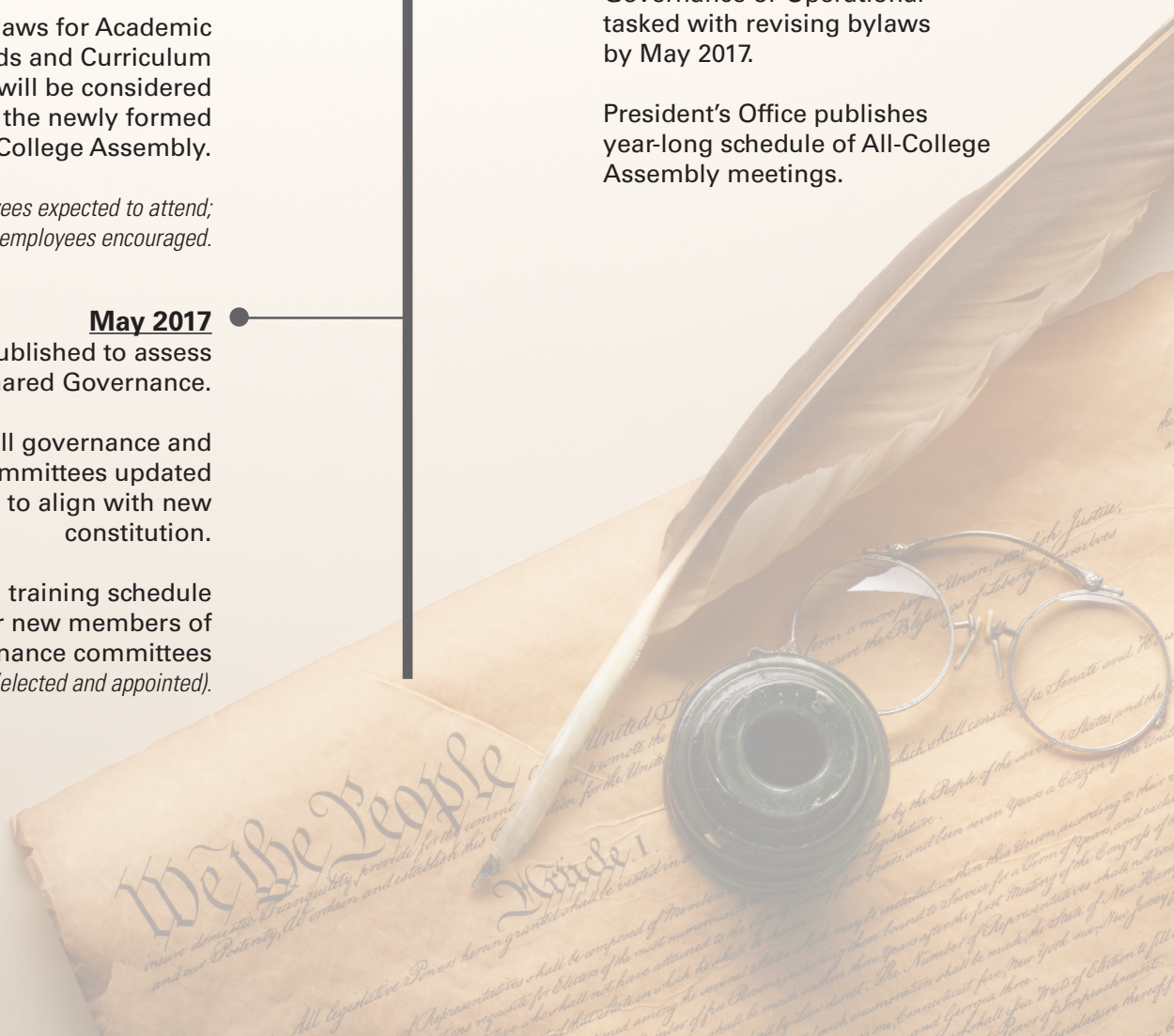
All committees listed as Governance or Operational tasked with revising bylaws by May 2017.

President's Office publishes year-long schedule of All-College Assembly meetings.

May 2017
Survey link published to assess first year of Shared Governance.

Bylaws for all governance and operational committees updated and approved to align with new constitution.

Annual training schedule developed for new members of governance committees *(elected and appointed).*



ALLEGANY COLLEGE of MARYLAND

Documents for Assembly Voting

- **All-College Assembly Constitution & ByLaws**
- **Academic Standards Committee Bylaws**
- **Curriculum Committee Bylaws**
- **President's Advisory Team Bylaws**

ALL-COLLEGE ASSEMBLY CONSTITUTION & BYLAWS

Professional College Staff Adoption	09/29/16
All College Assembly Ratification	09/29/16
Board of Trustees Approval	10/24/16

Preamble

A. An institution of higher education which values democracy together with effective and efficient operations, Allegany College of Maryland (ACM) hereby adopts this All-College Assembly Constitution and Bylaws.

B. Guided by the College's mission and vision, ACM's All-College Assembly constitution has a shared governance framework designed to:
   1. advance the College toward its strategic priorities;
   2. afford participants the opportunity to provide input to policy proposals and institutional decisions;
   3. balance maximum participation in decision making with clear accountability;
   4. value voices from all constituencies;
   5. foster respect and trust across all constituencies, and
   6. enhance communication across the institution;

C. All employees and credit students are encouraged to participate in governance.

Article I
Purpose

The purpose of this All-College constitution is to provide the structure for shared governance at Allegany College of Maryland; the constitution includes bylaws which provide the process by which governance occurs. Shared governance is how internal stakeholders democratically participate in policy development and major institutional decisions and make recommendations to the College President and Board of Trustees

Article II
Membership

A. The All-College Assembly membership shall consist of any employee (paid person, full- or part-time) whose position has been classified by the College as Administrator, Associate Support Staff, Faculty, or Professional Support Staff who has an employment contract processed through the Human Resources Office.
B. The chair shall be the College President or designee.
C. In the absence of the chair, the vice chair shall assume the duties of the chair; the vice-chair shall be the Senior Vice President of Instruction and Student Affairs or designee.

Article III
Meetings

A. The All-College Assembly shall meet at least three times during the academic year; the meeting schedule shall be published before the first meeting of the year.
B. The Chair or designee shall publish an agenda and any supporting documents for all regularly scheduled meetings no less than five business days before the meeting. The agenda may include, but is not limited to:
    1. action items requiring a vote,
    2. information items, and
    3. professional development.
C. An action item requires a quorum which shall be a minimum of 100 members.
D. The President may call emergency meetings with one business day notice to members.
    1. Any member may submit a written request for a meeting to the President.
    2. The President shall determine if a meeting should be called.
E. The Chair, or designee, shall record attendance. All full-time employees are expected to attend meetings; any absence must be approved by the President; all part-time employees are encouraged to attend meetings. A copy of the attendance record shall be kept and made available.
F. The rules contained in the current edition of *Roberts Rules of Order* shall govern the conduct of meetings.
G. For items requiring a vote, the Assembly will follow *Roberts Rules of Order*. A majority of the votes cast is required to approve an item – excluding amendments as detailed in Article VII. Absentee ballots will be permitted under *Roberts Rules of Order* by procedures that will be communicated to the All College Assembly in advance.
H. The Chair, or designee, shall take and publish the minutes.
I. The All College Assembly may conduct business via electronic methods for urgent matters; a comprehensive record shall be maintained.

Article IV
Governance Structure

A. The All-College governance structure is composed of five elements:
    1. Discretionary policies and procedures which apply across the institution
        a. may be proposed by any internal stakeholder
        b. may be developed by governance groups or by designated College official(s)
        c. shall be submitted for review and input via governance procedures
    2. Major institutional matters
        a. may be identified for resolution by any internal stakeholder
        b. shall be submitted for review and input via governance procedures unless the matter is urgent or time-sensitive, thereby requiring immediate administrative action.
    3. Governance groups
        a. may provide review and input.

4. Governance procedures
    a. shall be created for any internal stakeholder to develop, revise, or resolve discretionary policies and procedures and major institutional matters.
5. Information and communication
    a. shall accompany discretionary policies and procedures, major institutional matters, and operations to the greatest extent possible.

B. Mandatory policies and procedures are exempt from governance procedures but shall be communicated to stakeholders prior to official action by the College.

C. Operational policies and procedures that apply only to specific programs or departments are exempt from governance procedures unless review is specifically requested upon demonstration of good cause shown but shall be communicated to relevant stakeholders.

D. Routine institutional operations are exempt from governance procedures unless review is specifically requested upon demonstration of good cause shown but shall be communicated to relevant stakeholders.

Article V
Governance Procedures

A. Governance begins when an internal stakeholder submits a discretionary policy/procedure or major institutional matter to the President's Advisory Team via
    1. Committee or task force;
    2. Operational unit;
    3. Constituency association; or
    4. Member of President's Advisory Team.

B. The President's Advisory Team shall
    1. Review the submission, recommend a course of action, or advance the submission for action or further study to one of the following channels:
        a. College President;
        b. Committee or Task Force;
        c. Operational Unit; or
        d. Other vetting process.
    2. Demonstrate if the submission aligns with the College's Strategic Plan or other planning documents.
    3. Communicate its action to the originating stakeholder if the submitter did not participate in the President's Advisory Team meeting when the submission is considered.

C. The person or group shall
    1. Take appropriate action which shall be reported to the President's Advisory Team or

2. Make a recommendation which shall be reported to the President's Advisory Team to
    a. take a specific action the person or group is not authorized to implement;
    b. discontinue vetting the submission;
    c. advance the submission to institution-wide deliberation including
        (1) Constituency Associations;
        (2) forums;
        (3) surveys;
        (4) electronic discussion boards;
        (5) committees and Task Forces; and/or
        (6) All-College Assembly for a vote.

D. Upon receiving a report or final recommendation, the President's Advisory Team shall
    1. Review the action or recommendation;
    2. Deliberate and tally support or non-support;
    3. Communicate its action to the originating stakeholder.
    4. Implement any institution wide deliberations.

E. All-College Assembly votes shall be advisory to the President.

F. Final action for discretionary policy/procedure or major institutional matter shall be determined by the College President or the Board of Trustees

G. Communication to internal stakeholders shall be through:
    1. Invitations to submitters to participate in the President's AdvisoryTeam when submissions will be considered.
    2. Pre-published agenda and documents for President's Advisory Team meetings by the President;
    3. Post-published summary of the President's Advisory Team meetings by the President;
    4. Attendance at President's Advisory Team meetings by any employee or student;
    5. Meeting minutes of the President's Advisory Team via electronic format;
    6. Updates to originating stakeholder by the President;
    7. Governance and operational assistance committees meeting minutes;
    8. Disseminated information about activities of college-wide concern to the greatest extent reasonable and possible by designated College officials and governance groups;
    9. Agendas and meeting minutes for the All-College Assembly Agenda; and
    10. Agendas and meeting minutes for the Board of Trustees.

H. The College's governance groups have distinct roles.
    1. The Board of Trustees shall

a. consist of the membership appointed by the Governor of the State of Maryland for a term of 6 years from July 1 of the year the appointment is made and until a successor is appointed and qualifies;
b. satisfy its purpose and responsibilities as enumerated in COMAR and Board of Trustees bylaws.

2. The President shall
   a. lead the President's Advisory Team in accordance with that governance group's bylaws;
   b. set the agenda for All-College Assembly meetings;
   c. chair the All-College Assembly or appoint designee;
   d. advance All-College Assembly actions to the Board of Trustees;
   e. advance other appropriate governance actions to the Board of Trustees;
   f. make recommendations regarding those actions;
   g. implement the Board of Trustees decisions;
   h. maintain essential governance records;
   i. communicate governance activities; and
   j. preserve the integrity of shared governance.

3. The All-College Assembly shall
   a. consist of all employees as defined in Article VII, D;
   b. share information;
   c. participate in professional development;
   d. review, deliberate, and vote on proposals related to
      i) new or revised discretionary institutional policies;
      ii) new or revised discretionary institutional procedures;
      iii) major institutional matters; and
      iv) new or revised bylaws for direct governance and operational bodies
   e. review, deliberate, and vote on the All-College Constitution and Bylaws.

4. The President's Advisory Team shall
   a. consist of membership as determined by its bylaws and that includes senior administrative leadership, representatives of employee constituency associations, and student representatives;
   b. gather and communicate information about major institutional matters to the College;
   c. advise the president on major institutional matters;
   d. receive reports and recommendations from its sub-committees
      i) Policy Review
      ii) Committee Assignments
   e. review, deliberate, and tally support or non-support for proposals related to
      i) new or revised discretionary institutional policies;
      ii) new or revised discretionary institutional procedures;
      iii) major institutional matters; and
      iv) new or revised bylaws for direct governance and operational bodies

f. advance approved policies,operations, and bylaws to the All-College Assembly for a vote;
g. review and provide input to mandatory matters before they are presented to the Board of Trustees;
h. appoint committees and task forces; and
i. maintain, update, and disseminate the committee list.

5. Constituency Associations shall
   a. consist of employees who join the association according to their Human Resources classification as follows:
      i.) Associate Support Staff
      ii.) Faculty
      iii.) Professional and Administrative Support Staff
   b. provide networking opportunities;
   c. offer professional development;
   d. share input to matters of common concern including status/rank;
   e. communicate information to their members;
   f. elect officers; and
   g. represent their employee classifications.

6. Committees and Task Forces shall
   a. consist of members assigned by President's Advisory Team or the president.
   b. be identified in accordance with their purpose.
      i.) Direct Governance Committees have a defined role in the governance structure and must have approved bylaws.
      ii.) Operational Committees have a defined role in routine institutional operations central to the College's mission, conduct College business on a regular basis, and must have approved bylaws.
      iii.) Special Function Committees have a defined role in specialized institutional operations, conduct College business as needed, and are not required to have approved bylaws.
      iv.) Task Forces have a limited role and are not required to have approved bylaws. These groups are
         (a) members who have an interest in the assigned task;
         (b) include representation from each constituency group;
         (c) appointed by the President's Advisory Team or the President;
         (d) charged to accomplish a specific task; and
         (e) disbanded when the task has been accomplished or recommended to become a standing operational committee.

7. Student Government
   a. Each ACM campus shall have a Student Government organization.
   b. Membership is comprised of credit students who represent the entire credit student body of their respective campus
   c. The Student Government organization is charged with:

i.) serving as the official voice of student opinion and concern on matters affecting students;
ii.) facilitating effective communication between administration, faculty, staff, and students; and
iii.) implementing their own constitution and bylaws.

I. Bypass/Appeal
   1. Any employee or student may appeal the action of the person or group to whom a discretionary policy/procedure or major institutional matter was advanced to the President's Advisory Team in writing.
   2. Any employee or student may appeal the action of the President's Advisory Team to the College President in writing.
   3. Any employee or student may submit a proposal directly to the All-College Assembly to develop, revise, or resolve discretionary policies and procedures and major institutional matters.
      a. The employee or student shall be responsible for exercising due diligence by
         i) gathering the necessary information which may include assessment data,
         ii) verifying that appropriate College official(s) were contacted for input,
         iii) collecting signatures on a petition, and/or
         iv) demonstrating if the submission aligns with the College's Strategic Plan or other planning documents.
      b. The employee or student shall request placement on the agenda no less than 7 business days prior to the All-College meeting.

J. A year-end assessment of the college's shared governance process shall be conducted by the President.

Article VI
Bylaw Standards for Governance and Operational Committees

A. Bylaws prescribe how a group functions and must include the following elements:
   1. name,
   2. purpose,
   3. membership,
   4. designation as a directive or advisory body,
   5. definition of a quorum
   6. procedures, including voting,
   7. distribution of the agendas and minutes,
   8. procedure for taking attendance, a copy of which shall be made available to the College community,
   9. procedure for annually reviewing the bylaws,
   10. procedure for amending the bylaws, and
   11. procedure defining the submission of an annual report to the President's Advisory Team for publication to the College community.

B. Bylaws, or recommendations for changes, must be submitted to the President's Advisory Team for review and approval to advance to the All-College Assembly.

Article VII
Definitions

In this Constitution, the following terms will be defined as noted.

A. *Bylaws*: The rules by which the designated governance groups will conduct business.
B. *Constitution*: The institutional document which confers the authority of governance, establishes the principles which will guide the All-College Assembly, and includes the rules by which the All-College Assembly will conduct business.
C. *Discretionary Matter:* Distinguished from mandatory matters and the heart of participatory governance. Any student or employee may develop, revise, or resolve an optional matter and submit to the appropriate participatory group or to the All-College Assembly after thorough vetting by the appropriate College personnel – including governance groups when possible. (Contrast with "Mandatory Matter".)
D. *Employee*: The Assembly membership shall consist of any employee (paid person, full- or part-time) whose position has been classified by the College as Administrator, Associate Support Staff, Faculty, or Professional Support Staff who has an employment contract processed through the Human Resources Office. Employees are College Officials.
E. *Governance Group*: a body or individual in the governance structure that includes Board of Trustees, President, All-College Assembly, President's Advisory Team, Constituency Associations, Committees and Task Forces, and Student Government.
F. *Human Resources Policies:* Policies directly related to salary and benefits upon which the employees who are affected by them should not vote.
G. *Internal stakeholders:* individual employees, individual students, All-College Assembly, President's Advisory Team, Constituency Associations, Committees and Task Forces, and Student Government.
H. *Mandatory Matter*: any policy or procedure that is required by law, regulatory agency, or accrediting body. Designated Human Resources policies as defined below are deemed mandatory matters for purposes of this constitution. Board of Trustees directives may be deemed mandatory for purposes of this constitution. The College Official(s) charged with creating mandatory policy or procedure shall be responsible for ensuring it complies with law and can be implemented given existing institutional policy, procedures, and operations. (Contrast with "Discretionary Matter".)
I. *Major Institutional Matter:* issue with college-wide impact or of great importance to meeting the College's mission, vision, guiding principles or Strategic Plan. They are commonly (but not exclusively) new matters which are neither urgent nor time-sensitive requiring immediate administrative action.
J. *Operations*: a matter defined as routine management of the institution, application of procedure, committee functions, specific tasks listed in an employee's job description, classroom instruction, and/or individual student instruction or service.
K. *Policy*: a written rule.

1. Institutional policy: affects all and must be approved by the Board of Trustees.
2. Operational policy: guides administrative decision-making and may require Board of Trustees approval.

L. *Procedure*: a method of implementing policy.
M. *Recommendation:* distinguished from a binding vote, a recommendation is a verbal or written suggestion or advice offered by a governance group, College Official, or third party advisor.
N. *Shared Governance*: how internal stakeholders democratically participate in policy development and major institutional decisions and make recommendations to the College President and Board of Trustees
O. *Student:* enrolled credit student whether full time or part time.
P. *Vote:* A vote occurs when the chair of a group formally calls for "Aye" or "Nay" by its members to decide whether a particular action shall be taken; votes are binding only upon that body. All-College Assembly may vote on matters submitted for formal action, but does not vote on items presented for informational purposes. The President's Advisory Team does not vote; instead it determines the support or non-support for proposals and makes a recommendation to the President. Committees/Task Forces may vote in accordance with their bylaws or practices.

Article VIII
Amendments

This constitution may be amended in the following manner:

A. A member may submit a proposed amendment to the President's Advisory Team for review.

B. Pursuant to Roberts Rules of Order, a two-thirds vote of the PAT is required to advance an amendment to this constitution to the All-College Assembly.

C. The PAT will define the voting method considering democratic integrity, effective communication, and institutional efficiency.

D. Proposed amendments being advanced to the All-College Assembly will be distributed to all employees at least five business days prior to the scheduled All-College Assembly meeting where deliberation can occur.

E. A ballot vote and related procedures are defined in the current *Roberts Rules of Order.*

F. The minimum number of votes cast must equal or exceed a quorum. For the amendment to pass, two-thirds of the votes cast must be affirmative.

G. Endorsed amendments will be forwarded to the President for recommendation to the Board of Trustees for final approval.

ALLEGANY COLLEGE OF MARYLAND

Academic Standards Committee Bylaws

ARTICLE I

Name

The name of the committee shall be the Academic Standards Committee of Allegany College of Maryland hereafter referred to as the Committee.

ARTICLE II

Purpose

A. Annually the Committee will investigate and research the academic needs of the College and to formulate those academic regulation policies accordingly.

B. The Committee will review and take action upon all student petitions relating to exceptions and/or restrictions as set forth in the approved Academic Regulations of the College.

ARTICLE III

Membership

A. The members will include:
At large faculty (2)
Career faculty (3)
General education faculty (3)
At large associate support staff (1)
The Dean of Career Education or representative from Instructional and Student Affairs Office (1)
Professional staff member from the Office of Financial Aid (1)
Professional staff member from the Office of Admissions/Registration 1)
The Director of Admissions/Registration

B. Members that are not designated by their office will be appointed by the committee on committees.

C. Recommend that at least one of the faculty members shall be from a Pennsylvania campus

D. At least two of the faculty members shall be 12 month employees.

E. At least two members of the Committee will be retained for the following year.

F. Vacancies
   1. A vacancy that occurs on the committee during the academic year will be filled by the Senior Vice President of Instructional and Student Affairs in consultation with the Committee on Committees.
   2. A vacancy that occurs in one of the officer positions must be filled by a member of the academic standards committee who has served at least one year on the committee.

ARTICLE IV

Officers

Officers of the Committee will be a Chair, a Vice-Chair, and a Secretary. The Chair and the Vice-Chair shall be a faculty member. Elections will be held at the beginning of each academic year for the secretary. The Vice-Chair will be elected every two years.

A. The Chair or designate will:

1. Serve a two – year term
2. Call for and preside at all meetings of the Committee.
3. Call special meetings of the Committee upon request.
4. Notify members of the Committee of regular and special meetings.

B. The Vice-Chair will:

1. Serve a two – year term
2. Assume the position of Chair at the end of the two year term
3. Assume the duties and responsibilities of the Chair when the former is absent.
4. Perform other duties as the Chair or Committee may direct.

C. The Secretary will:

1. Take the minutes of the Committee meetings, including listing those present and absent.
2. Distribute the minutes to the Committee members, the President's Office for permanent filing, and the Library for inclusion in the College's Archive.
3. Send electronic notification that a proposal(s) with supporting documentation for changing the Academic Regulation is available to the All College Assembly for review and comment.
4. Submit annual report as required.

ARTICLE V

Meetings

A. Meetings of the Committee to review and take action upon student petitions will be scheduled as business demands during the calendar year.

1. To the extent possible meetings must be scheduled at a time when all voting members of the committee are free from teaching duties.
2. A quorum will consist of seven members present and voting providing that at least four members are faculty

3. During the summer session and periods when classes are not in session, a quorum shall consist of those members available providing that at least three members voting are faculty. Electronic voting allowing for discussion among members may be utilized.

B. Meetings of the Committee that include proposed academic regulation changes shall be scheduled during the academic year and must be conducted in the following manner:

1. An open discussion through electronic means will be available to the All College Assembly for ten business days prior to scheduled meeting.

2. An open forum will be held one hour before the Committee meeting with representatives from the committee present. Advance notice of twenty-four hours indicating intent to participate in the forum is required.

3. Recommendation to amendments in the Academic Regulations requires a two-thirds (2/3) majority vote of the membership.

4. Academic Standards makes recommendation to Senior Vice President of Instructional and Student Affairs on proposed changes to the academic regulations

5. Senior Vice President of Instructional and Student Affairs makes decision or makes recommendations to President and Board of Trustees if appropriate.

6. An appeal to the decision of SVPISA may be sent to the President in writing within ten business days of All College Assembly being notified.

7. The President's decision is final.

8. The Dean of Career Education or representative from Instructional and Student Affairs Office does not have voting privileges at these meetings only.

C. The SVPISA may call for emergency meetings outside of the regular academic year.

D. The SVPISA may call for an emergency electronic vote at any time if logistics prevent the committee from forming a quorum.

ARTICLE VI

Amendments

Recommendations for amendments to the by-laws must have a two-thirds (2/3) majority vote of the membership, providing that written or e-mail notice be given to the members at least five working days prior to the meeting at which the amendment is to be considered. These recommendations for changes will be submitted to the SVPISA for review by the President's Advisory Team and voted on by the All College Assembly and the Board of Trustees.

ALLEGANY COLLEGE OF MARYLAND

Curriculum Committee Bylaws

ARTICLE I

Name

The name of the committee shall be the Curriculum Committee of Allegany College of Maryland hereafter referred to as the Committee.

ARTICLE II

Purpose

The Committee reviews and evaluates all proposals for new credit curricula and courses and for changes in existing curricula and courses of the College and makes recommendations to the Senior Vice- President of Instructional and Student Affairs (SVPISA) after input from the college community is considered.

ARTICLE III

Membership

A. The voting members will include:
   At large faculty (2)
   Career faculty (3)
   General education faculty (3)
   At large professional staff (1)
   At large associate support staff (1)
   The Director of the Student Success Center or professional staff designee
   The Director of Admissions/Registration or professional staff admissions/registration designee.

   Non-voting members will include:
   Student representative (1)
   The Director of the Advising Center or professional staff advising center designee,
   The Dean of Career Education or representative from Instructional and Student Affairs Office (1)

B. Faculty and at large members will be appointed by the committee on committees.

C. Recommend that at least one of the faculty members shall be from a Pennsylvania campus.

D. The student representative shall be appointed by the Student Government Association

E. At least two members of the Committee will be retained for the following year.

F. Vacancies
   1. A vacancy that occurs on the committee during the academic year will be filled by the Senior Vice President of Instructional and Student Affairs in consultation with the Committee on Committees.
   2. A vacancy that occurs in one of the officer positions must be filled by a member of the curriculum committee who has served at least one year on the committee.

ARTICLE IV

Officers

Officers of the Committee will be a Chair, a Vice-Chair, and a Secretary. The Chair and the Vice-Chair shall be a faculty member. Elections will be held at the beginning of each academic year for the secretary. The Vice-Chair will be elected every two years.

A. The Chair or designate will:

   1. Serve a two – year term
   2. Call for and preside at all meetings of the Committee.
   3. Call special meetings of the Committee upon request.
   4. Notify members of the Committee of regular and special meetings.

B. The Vice-Chair will:

   1. Serve a two – year term
   2. Assume the position of Chair at the end of the two year term
   3. Assume the duties and responsibilities of the Chair when the former is absent.
   4. Perform other duties as the Chair or Committee may direct.

C. The Secretary will:

   1. Take the minutes of the Committee meetings, including listing those present and absent.
   2. Distribute the minutes to the Committee members, the President's Office for permanent filing, and the Library for inclusion in the College's Archive.
   3. Send electronic notification that curriculum proposals and supporting documentation are available to the All College Assembly for review and comment.
   4. Submit annual report as required.

ARTICLE V

Meetings

A. Meetings of the Committee will be scheduled as business demands during the academic year. To the extent possible meetings must be scheduled at a time when all voting members of the committee are free from teaching duties.

B. Meetings of the Committee that include proposed curriculum changes must be conducted in the following manner:

    1. An open discussion through electronic means will be available to the All College Assembly for ten business days prior to scheduled meeting.

    2. An open forum will be held one hour before the curriculum committee meeting with representatives from the curriculum committee present. Advance notice of twenty-four hours indicating intent to participate in the forum is required.

C. Special meetings may be held outside of the academic year under exceptional circumstances. These meetings may be requested as appropriate and scheduled by the Chair in consultation with the SVPISA.

D. Notification will be sent to each member at least ten working days prior to a scheduled meeting. Special meetings may be called with less notification time.

E. A quorum will consist of eight voting members providing that at least five are faculty. The office of the SVPISA must be represented at the meeting.

F. The SVPISA may call for emergency meetings outside of the regular academic year.

G. The SVPISA may call for an emergency electronic vote at any time if logistics prevent the committee from forming a quorum.

ARTICLE VI

Amendments

Recommendations for amendments to the by-laws must have a two-thirds (2/3) majority vote of the membership, providing that written or e-mail notice be given to the members at least five working days prior to the meeting at which the amendment is to be considered. These recommendations for changes will be submitted to the SVPISA for review by the President's Advisory Team and voted on by the All College Assembly and the Board of Trustees.

Allegany College of Maryland

President's Advisory Team Bylaws

ARTICLE 1

Name

The name of this committee shall be the Allegany College of Maryland "President's Advisory Team" (hereinafter referred to as the PAT).

ARTICLE II

Membership

A. The PAT shall consist of the following members:

President (Chair)
Senior Vice President of Instructional and Student Affairs
Vice President of Advancement and Community Relations
Vice President of Finance and Administrative Services
Associate Dean of Institutional Effectiveness, Research, and Planning
Director of Human Resources
Chair, Faculty Senate
Vice-Chair, Faculty Senate
Faculty Senate Member * (PA representative)
Chair, Professional and Administrative Support Staff Committee
Vice-Chair, Professional & Administrative Support Staff Committee
Past Chair, Professional Staff
Chair, Associate Support Staff Committee
Vice-Chair, Associate Support Staff Committee
Past Chair, Associate Support Staff
Member of Student Government Association (SGA)

B. The President of the College also serves as the Chair of the All-College Assembly. The President may appoint a member of the PAT to preside at a meeting of the All-College Assembly. (*All-College Assembly Constitution, Article II, Section B).*

ARTICLE III

Purpose

The purpose of the PAT is to provide advice and counsel to the President about the overall operation of the College.

ARTICLE IV

Duties

The President's Advisory Team shall:

A. consist of membership as determined by its bylaws and that includes senior administrative leadership, representatives of employee constituency associations, and student representatives;
B. gather and communicate information about major institutional matters to the College;
C. advise the president on major institutional matters;
D. receive reports and recommendations from its sub-committees
    i) Policy Review
    ii) Committee Assignments
E. review, deliberate, and tally support or non-support for proposals related to
    i) new or revised discretionary institutional policies;
    ii) new or revised discretionary institutional procedures;
    iii) major institutional matters; and
    iv) new or revised bylaws for direct governance and operational bodies
F. prepare an agenda for the All-College Assembly meeting that may include, but is not limited to:
    (i) action items requiring a vote **(which shall be so designated);**
    (ii) informational items; and
    (iii)professional development.
G. advance approved policies, operations, and bylaws to the All-College Assembly for a vote;
H. review and provide input to mandatory matters before they are presented to the Board of Trustees;
I. appoint committees and task forces; and
J. maintain, update, and disseminate the committee list. (*All-College Assembly Constitution, Article V, Section H.4).*

ARTICLE V

Procedures

A. The PAT will meet monthly during the academic year with the meeting schedule being organized and distributed at the beginning of each semester.

B. The Chair may call emergency meetings, which may occur during the calendar year with 24-hour notification to each member. Members may also request that a meeting be called by notifying the President and other members in writing. The President will determine if a meeting should be called.

C. Any student or employee may attend PAT meetings.

D. A quorum shall consist of the members present at any meeting. If less than a majority of the membership is present action taken by the Committee must be published to all members, and a five working day waiting period observed before the action becomes final. A special meeting can be called to reconsider the issue.

E. The Chair, or a designee, will send a pre-published agenda and documents for each meeting to all members and internal stakeholders five working days before the scheduled meeting. Post-PAT summary will be provided to the PAT membership and internal stakeholders no more than five working days after the PAT meeting. (*All-College Assembly Constitution, Article V, Section G.)*

F. The Chair will designate a member to take minutes, including those present and absent at each meeting, and make electronically available the minutes to all members of the committee and the college community. Minutes shall be archived.

G. The Chair, or a designee, will submit an end-of-year report to the Committee and Task Force Subcommittee of PAT.

H. The PAT operates on consensus. At the request of the President, a tally will be used to determine support/non-support. [The President's Advisory Team does not vote; instead it determines the support or non-support for proposals and makes a recommendation to the President.] (*All-College Assembly Constitution, Article VII, Section P).*

ARTICLE VI

Amendments

These bylaws can be amended by two-thirds majority vote of those present and voting, provided that written notice has been given to all members at least five working days before the meeting during which the amendment will be considered. The proposed amendment shall be consistent with the Policies and Procedures of the College and the law of the State of Maryland.

SUPPORTING DOCUMENTS:

- APRIL 15, 2015 DRAFT OF ALL-COLLEGE ASSEMBLY CONSTITUTION
- SUMMARY OF SPRING 2015 PROPOSED CONSTITUTION CONCERNS
- ALLEGANY COLLEGE OF MARYLAND COMMITTEES & TASK FORCES 2016-2017
- SHARED GOVERNANCE FLOWCHART
- BENEFITS OF SHARED GOVERNANCE AT ACM

All-College Assembly Constitution

Preamble

A. An institution of higher education which values democracy together with effective and efficient operations, Allegany College of Maryland (ACM) hereby adopts this All-College Assembly Constitution.

B. Guided by the College's mission statement, ACM's All-College Assembly constitution has a participatory governance framework designed to:
   1. balance maximum participation in decision making with clear accountability;
   2. give voice to common constituency concerns;
   3. enhance communication across the institution;
   4. collaboratively draw upon ideas and expertise across the College community.

C. All employees and credit students are encouraged to participate in the governance structure.

D. ACM strives to:
   1. advance the College toward its strategic goals;
   2. recognize the importance of all participants in the decision-making process;
   3. afford participants opportunity to provide input to policy proposals;
   4. encourage collaboration and consensus to reach the best possible decision for the College;
   5. clearly delineate responsibility for final decisions;
   6. provide feedback to inform the responsible and accountable administrators in a manner that serves the College's mission,
   7. acknowledge the participant groups as advisory to the president and the Board of Trustees; and
   8. effectively communicate the College's major institutional and operational policies and matters as defined in Article II.

Article I
Purpose

The purpose of this constitution is to provide a structure for participatory decision-making and communication.

Article II
Definitions

In this Constitution, the following terms will be defined as noted.

A. *Policy*: a written rule.
   1. Institutional policy: affects all and must be approved by the Board of Trustees.
   2. Operational policy: guides administrative decision-making and may require Board of Trustees approval.

B. *Procedure*: a method of implementing policy.

C. *Major Institutional Matter*: new development or request to change an existing process/procedure; such matter must directly involve more than one Institutional Unit or require cross-departmental expertise, has college-wide impact, is not operational in nature, and does not require immediate action by the College's leadership.

All-College Assembly Constitution (cont.)

D. *Institutional Unit:* one of the College divisions directly supervised by a Vice-President or the President.

E. *Vote:* an employee's choice for or against policies and major institutional matters brought before the All-College Assembly.

F. *Employee*: The Assembly membership shall consist of any employee (paid person, *full- or part-time)* whose position has been classified by the College as Administrator, Associate Support Staff, Faculty, or Professional Support Staff who has an employment contract processed through the Human Resources Office.

G. *Operational Matter*: matter defined as routine management of the institution, application of procedure, committee functions, specific tasks listed in an employee's job description, classroom instruction, individual student instruction or service, emergencies, urgent or time-sensitive actions, and/or compliance with external mandates including laws, regulations, and accreditation.

H. *Participant Group*: a body in the governance structure that includes Board of Trustees, All-College Assembly, President's Advisory Team, Advisory Policy Teams, Constituency Associations, Committees and Task Forces, and Student Government.

Article III
Governance Structure

A. The purpose of ACM's Governance Structure is designed to use effective communication and collaboration by:
   1. providing input and feedback to inform administrators who are responsible and accountable for decision-making for the College;
   2. advancing the College toward its strategic goal, and
   3. affording a pathway for developing, revising, or resolving the College's policies and/or a major institutional matter as defined in Article II, A and C.

B. ACM participatory governance consists of the participant groups which have distinct roles.
   1. The Board of Trustees will

a. consist of the membership appointed by the Governor of the State of Maryland for a term of 6 years from July 1 of the year the appointment is made and until a successor is appointed and qualifies;
b. adopt a mission statement;
c. establish goals that are consistent with the roles and mission approved for the institution;
d. approve institutional policies;
e. select a president for the College;
f. establish guidelines for admission standards that are consistent with the role and mission approved for the institution;
g. set guidelines for tuition and mandatory fees;
h. evaluate and approve short-range and long-range plans; and
i. evaluate and approve institutional budget submissions.

2. The President will
   a. advance All-College Assembly actions to the Board of Trustees;
   b. advance other appropriate governance actions to the Board of Trustees;
   c. make recommendations regarding those actions; and
   d. implement the Board of Trustees decisions.

3. The All-College Assembly will
   a. consist of all employees as defined in Article II, F;
   b. vote on items advanced by the President's Advisory Team that have been fully reviewed and evaluated by the appropriate participant group(s);
   c. communicate information; and
   d. participate in professional development.

4. The President's Advisory Team will
   a. consist of the president, vice-presidents, chairs and vice-chairs of the constituency associations, and chairs of the Advisory Policy Teams;
   b. make action recommendations for matters brought to it by any member of the College community;
   c. identify and review items under consideration as operational or institutional;
   d. assign operational or institutional items to an Advisory Policy Team, task force, committee or institutional unit;
   e. vote on actions/recommendations related to policies and major institutional matters;
   f. advance items to the All-College Assembly for votes as needed;
   g. share information about the units/groups they represent;
   h. review recommended changes to internal bylaws; and
   i. advise the president on major institutional matters.

5. The Advisory Policy Teams will
   a. consist of the vice-president of the institutional unit and appropriate personnel as defined in the Advisory Policy Team bylaws;
   b. accept assignments from the President's Advisory Team. ;

c. review and provide input to policies related to that institutional unit's functional areas; and
d. advance recommendations to the President's Advisory Team for further action.

All-College Assembly Constitution (cont.)

6. Constituency Associations will
   a. consist of employees who join the association according to their Human Resources classification as follows:
      1) Associate Support Staff
      2) Faculty
      3) Professional and Administrative Support Staff
   b. provide networking opportunities;
   c. offer professional development;
   d. share input to matters of common concern including status/rank;
   e. communicate information to their members;
   f. elect officers; and
   g. have the Chair and Vice-Chairs represent the association members on the President's Advisory Team.

7. Committees and Task Forces
   a. will consist of members assigned by the Committee on Committees or the president.
   b. Participatory Governance and Operational Committees are charged with performing specific tasks on behalf of the institution according with membership and purpose being established by required bylaws.
   c. Special Function Committees are charged with assisting institutional units with specific operations.
   d. Task Forces are
      1) appointed by the President's Advisory Team or the President;
      2) charged to accomplish a specific task; and
      3) disbanded when the task has been accomplished or recommended to become a standing committee.

8. Student Government
   a. Each ACM campus shall have a Student Government organization.
   b. Membership is comprised of credit students who represent the entire credit student body of their respective campus and is charged with:
      1) serving as the official voice of student opinion and concern on matters affecting students;
      2) facilitating effective communication between administration, faculty, staff, and students.

Article IV
Bylaw Standards for Participatory Governance and Operational Committees

A. Bylaws prescribe how a group functions and must include the following elements:
   1. name,
   2. purpose,
   3. membership,
   4. definition of a quorum

5. procedures, including voting,
6. distribution of the agendas and minutes,
7. procedure for taking attendance, a copy of which shall be made available to the College community,
8. procedure for amending the bylaws, and
9. procedure defining the submission of an annual report to the Committee on Committees.

B. Bylaws, or recommendations for changes, must be submitted to the President's Advisory Team for review and approval to advance to the All-College Assembly.

Article V
Amendments

This constitution may be amended in the following manner:

A. A member may submit a proposed amendment to the President's Advisory Team for review.

B. A two-thirds vote of the PAT is required to advance it to the All-College Assembly.

C. The PAT will define the voting method.

D. Proposed amendments being advanced to the All-College Assembly will be distributed to all employees at least five business days prior to the scheduled All-College Assembly meeting where deliberation can occur.

E. A ballot vote is defined in the current *Roberts Rules of Order.*

F. The minimum number of votes cast to endorse an amendment must equal or exceed a quorum. For the amendment to be endorsed, two-thirds of the votes cast must be affirmative.

G. The ballot vote will then be processed.

H. Endorsed amendments will be forwarded to the President for recommendation to the Board of Trustees for final approval.

APPROVALS:

Summary of Spring 2015 Proposed Constitution Concerns:

Communication Concerns

How will the internal stakeholders receive information?

According to the proposed *All-College Assembly Constitution's Preamble, B.6*

Guided by the College's mission and vision, ACM's All-College Assembly constitution has a shared governance framework designed to enhance communication across the institution.

Communicate its action to the originating stakeholder if the submitter did not participate in the President's Advisory Team meeting when the submission is considered (*All-College Assembly Constitution, Article V.B.3).*

Communication to internal stakeholders shall be through:

1. *Invitations to submitters to participate in the President's Advisory Team when submissions will be considered.*
2. *Pre-published agenda and documents for President's Advisory Team meetings by the President;*
3. *Post-published summary of the President's Advisory Team meetings by the President;*
4. *Attendance at President's Advisory Team meetings by any employee or student;*
5. *Meeting minutes of the President's Advisory Team via electronic format; ;*
6. *Updates to originating stakeholder by the President;*
7. *Governance and operational assistance committees meeting minutes;*
8. *Disseminated information about activities of college-wide concern to the greatest extent reasonable and possible by designated College officials and governance groups;*
9. *Agendas and meeting minutes for the All-College Assembly Agenda; and*
10. *Agendas and meeting minutes for the Board of Trustees (All-College Assembly Constitution, Article V.G.1-10)*

Curriculum and Academic Standards Committee

How were the bylaws developed for the Curriculum and Academic Standards Committees?

Each committee developed their own bylaws for the proposed All-College Assembly Constitution.

Student Participation in the Governance Process

Are students included in the Governance process?

According to the proposed *All-College Assembly Constitution's Preamble, C:*

All employees and credit students are encouraged to participate in governance. The PAT has a student member as well as many other committees.

Agenda Items

How can an internal stakeholder get an item on the All College Assembly agenda?

According to the proposed *All-College Assembly Constitution, Article V, and I.3…*

Any employee or student may submit a proposal directly to the All-College Assembly to develop, revise, or resolve discretionary policies and procedures and major institutional matters.

a. *The employee or student shall be responsible for exercising due diligence by*
    i) *gathering the necessary information which may include assessment data,*
    ii) *verifying that appropriate College official(s) were contacted for input,*
    iii) *collecting signatures on a petition, and/or*
    iv) *demonstrating if the submission aligns with the College's Strategic Plan or other planning documents.*

b. *The employee or student shall request placement on the agenda no less than 7 business days prior to the All-College meeting*.

Amendments

Why is there a 2/3 quorum needed for voting on amendments for the constitution?

According to the proposed *All-College Assembly Constitution, Article VIII,*

This constitution may be amended in the following manner:

A. *A member may submit a proposed amendment to the President's Advisory Team for review.*
B. *Pursuant to Roberts Rules of Order, a two-thirds vote of the PAT is required to advance an amendment to this constitution to the All-College Assembly.*
B. *The PAT will define the voting method considering democratic integrity, effective communication, and institutional efficiency.*
C. *Proposed amendments being advanced to the All-College Assembly will be distributed to all employees at least five business days prior to the scheduled All-College Assembly meeting where deliberation can occur.*
D. *A ballot vote and related procedures are defined in the current Roberts Rules of Order.*
E. *The minimum number of votes cast must equal or exceed a quorum. For the amendment to pass, two-thirds of the votes cast must be affirmative.*
F. *Endorsed amendments will be forwarded to the President for recommendation to the Board of Trustees for final approval.*

Membership of the All-College Assembly

Who will be able to vote on an action item at the All-College Assembly?

According to the proposed *All-College Assembly Constitution, Article II.A*

The All-College Assembly membership shall consist of any employee (paid person, full- or part-time) whose position has been classified by the College as Administrator, Associate Support Staff, Faculty, or Professional Support Staff who has an employment contract processed through the Human Resources Office.

Institutional Policy vs. Operational Policy

What is the difference between institutional policy and operational policies?

According to the proposed *All-College Assembly Constitution, Article VII.C, H, I and J*

C. Discretionary Matter: Distinguished from mandatory matters and the heart of participatory governance. Any student or employee may develop, revise, or resolve an optional matter and submit to the appropriate participatory group or to the All-College Assembly after thorough vetting by the appropriate College personnel – including governance groups when possible. (Contrast with "Mandatory Matter".)

Institutional Policy vs. Operational Policy (con't)

What is the difference between institutional policy and operational policies?

H. Mandatory Matter: any policy or procedure that is required by law, regulatory agency, or accrediting body. Designated Human Resources policies as defined below are deemed mandatory matters for purposes of this constitution. Board of Trustees directives may be deemed mandatory for purposes of this constitution. The College Official(s) charged with creating mandatory policy or procedure shall be responsible for ensuring it complies with law and can be implemented given existing institutional policy, procedures, and operations. (Contrast with "Discretionary Matter".)

I. Major Institutional Matter: issue with college-wide impact or of great importance to meeting the College's mission, vision, guiding principles or Strategic Plan. They are commonly (but not exclusively) new matters which are neither urgent nor time-sensitive requiring immediate administrative action.

J. Operations: a matter defined as routine management of the institution, application of procedure, committee functions, specific tasks listed in an employee's job description, classroom instruction, and/or individual student instruction or service.

President's Advisory Team

What is the membership of the President's Advisory Team?

According to the proposed President's Advisory Team Bylaws*, Article II.A. and Article V.C.*

A. The PAT shall consist of the following members:

President (Chair)
Senior Vice President of Instructional and Student Affairs
Vice President of Advancement and Community Relations
Vice President of Finance and Administrative Services
Associate Dean of Institutional Effectiveness, Research, and Planning
Director of Human Resources
Chair, Faculty Senate
Vice-Chair, Faculty Senate
Faculty Member (at large)
Chair, Professional and Administrative Support Staff Committee
Vice-Chair, Professional & Administrative Support Staff Committee
Professional Staff (at large)
Chair, Associate Support Staff Committee
Vice-Chair, Associate Support Staff Committee
Associate Staff (at large)
Member of SGA (Student Government Association)

C. Any student or employee may attend PAT meetings.

Governance Process

How does an idea or action occur at the College?

According to the proposed *All-College Assembly Constitution, Article V.A-G*

Please refer to the Shared Governance Flowchart

ALLEGANY COLLEGE OF MARYLAND
COMMITTEES & TASK FORCES
2016-2017

Direct Governance Committees

1. Associate Support Staff
2. Committee on Committees
3. Faculty Senate
4. President's Advisory Team
5. Professional/Administrative Support Staff

Operational Assistance Committees

1. Academic Standards
2. Admissions
3. Associate Support Staff Status
4. Budget Advisory
5. Committee on Assessment Steering – Gen Ed, Institutional, Student Learning &Program Assessment Sub-Comm.
6. Curriculum
7. Educational Innovations Steering
8. Educational Master Plan
9. Faculty Status/Promotion/Tenure
10. Professional /Administrative Staff Status
11. Strategic Planning Council
12. Strategic Enrollment Management
13. Student Conduct
14. Student Service Appeals

Special Function Committees

1. Academic Calendar
2. Allied Health
3. Americans with Disabilities Act Compliance
4. College Emergency Plan/Campus Security
5. Commencement
6. Democracy Commitment
7. Diversity
8. Energy Cost Containment/Conservation & Sustainability
9. Expressions/Art Publication
10. First Impressions
11. Formation
12. Honors
13. Learning Design Team
14. Math Contest
15. Nurse Managed Wellness Clinic Steering
16. Open House
17. Outstanding Accomplishment/Services
18. Position Classification
19. Professional Development
20. Receptions
21. Scholarships
22. STEM
23. Tree Care Campus
24. Wellness/Personal Development

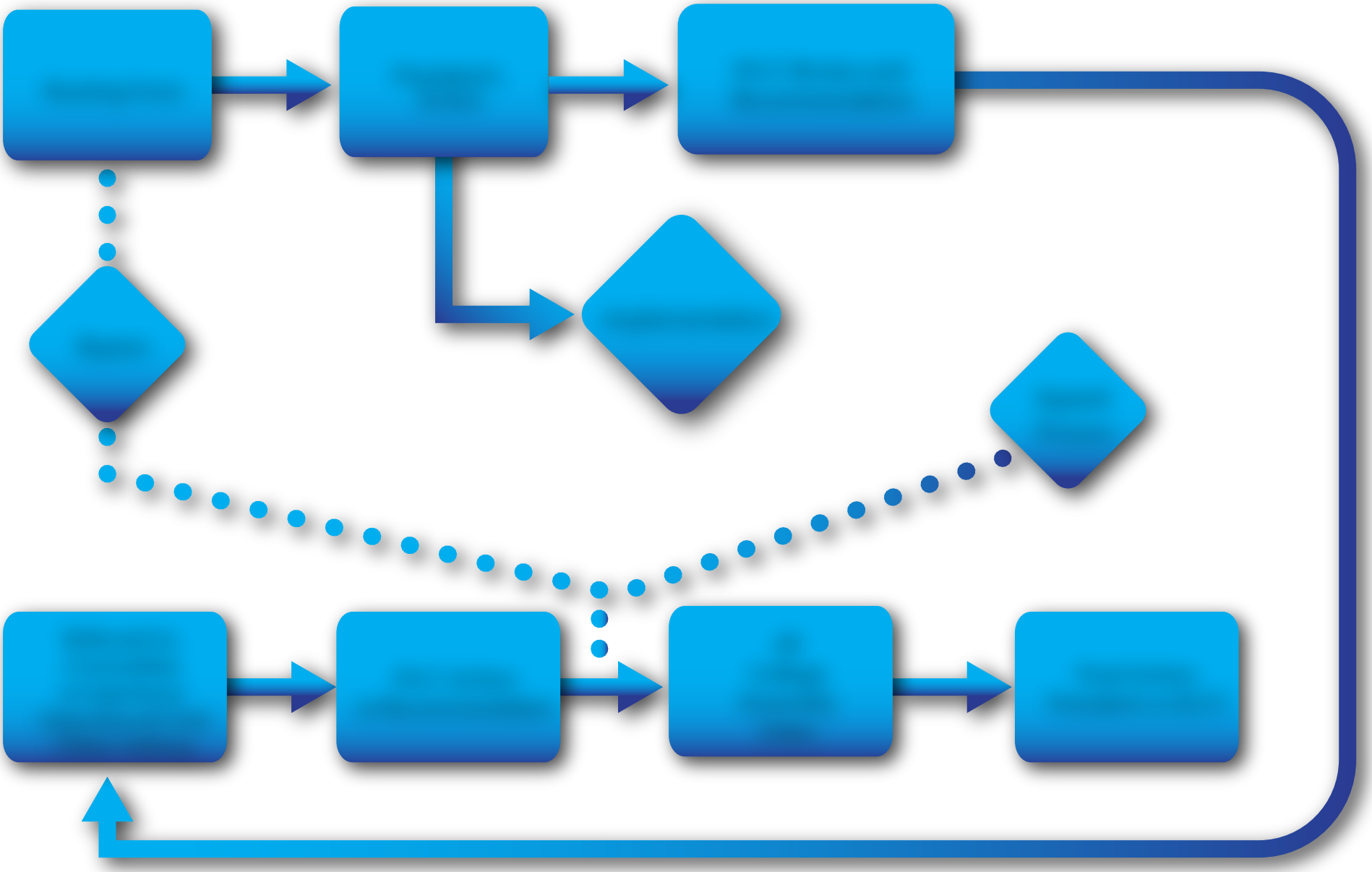
Task Forces

1. Advising Steering
2. Alternate Course Delivery
3. Branding Implementation
4. Chemical Hygiene/Exposure Control
5. Institutional Review Board
6. New Initiatives in Developmental Educaton
7. Teaching and Learning Community (TLC)
8. Learning College – Teaching and Learning Community (LC-TLC)

Shared Governance Flowchart

ALLEGANY COLLEGE of MARYLAND

Discretionary Institutional Idea or Action



*Communication to Stakeholders

Where did the idea of shared governance at ACM originate?

Like most community colleges, ACM has been fortunate to enjoy a long tradition of democracy. When the college opened in 1961, it operated under the auspices of the Allegany County Board of Education. Gaining autonomy to operate under its own Board of Trustees, the college first defined its constitutional purpose in 1971 as: *"to provide for the local governance of Allegany Community College within the framework of the educational objectives established by the Board of Trustees of the College and under its continuing guidance."*

The current revisions to the college's constitution represent only the third time the original document has been amended in any significant way since the institution was founded 55 years ago. Not surprisingly, each revision has correlated with a period of significant transformation for the institution itself.

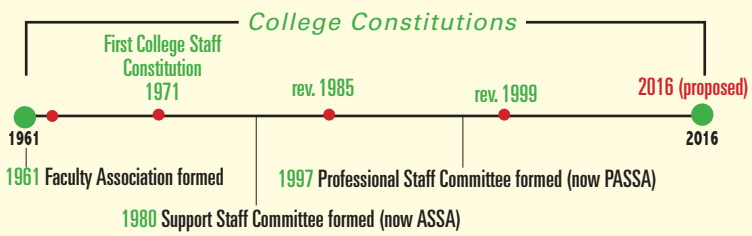
In the 1960s, the governance shifted from the local Board of Education to an autonomous nine-member Board of Trustees appointed by the Maryland governor, necessitating the writing of the college's first constitution which was ratified in 1971.

In the 1970s, the college moved from its original one-building facility on Frederick Street to a six-building campus on Willowbrook Road. By the end of that decade, the Technologies and Continuing Education buildings were added, permitting expansion from a small, liberal arts school focusing on transfer programs to one that also offered career programs.

In the 1980s and 90s the scope of the institution grew into Pennsylvania and other regions, as more comprehensive programs and services were added to serve ever-growing numbers of students. With this growth, more support staff at both the associate and professional and administrative ranks were hired. The president began including elected representatives at all classifications in council meetings as a means of promoting collaboration and unity.

In the first decade of the new Millennium, the college hit record enrollments of students, and senior employees in both the administrative and academic sectors began retiring. In addition, Middle States shifted its focus to assessment, stressing the need for less top-down leadership and even greater collaboration among units in an effort to promote maximum effectiveness and efficiency in institutions of higher learning.

ACM's Governance History



Building on decades of traditions that were integral and democratic for their times, ACM's proposed 2016 constitution values voices at all levels while honoring the past as well as the institution's ever-pressing strategic priorities.

At present, only two of the 19 established standing committees (curriculum and academic standards) are expected to bring their business before the Professional College Staff for approval. In other instances, certain practices, such as approval of graduates each fall and spring, have remained long-standing customs even when not prescribed in committee bylaws.

In a 2012 ACM faculty caucus, ideas for building upon the institution's traditions of democracy were advanced as a stated goal. A Shared Governance pilot was implemented in the 2012-2013 academic year. In the summer of 2013, a workgroup was appointed to align governance documents with the piloted model. During discussions, ideas began to emerge for eliminating the Professional College Staff in favor of the more inclusive All-College Assembly.

This model proposes aligning the bylaws of the curriculum and academic standards committees with those of other established standing committees, whereby the "output" or the decisions of those groups would be made at the committee level with representation from all classifications of employees. A vetting process is central to newly proposed committee bylaws so that all stakeholders can be kept apprised of pending proposals and of final decisions.

The proposed college constitution attempts to offer a framework whereby stakeholders can participate in policy development and major institutional decisions. Deliberate effort was undertaken by the workgroup to develop language that would endure over time while also allowing for flexibility as the institution evolves.

ALLEGANY COLLEGE of MARYLAND

American community colleges are much like the nation that invented them. They offer an open door to opportunity to all who would come, are innovative and agile in meeting economic and workplace needs, and provide value and service to individuals and communities.

George R. Boggs, "Democracy's Colleges: The Evolution of the Community College in America," Prepared for White House Summit on Community Colleeges, American Association of Community Colleges, August 2010

Benefits of Shared Governance at ACM

Number One Benefit: Inclusiveness.

The proposed 2016 ACM All-College Assembly Constitution allows all-college meetings to be just that: ALL-COLLEGE. The document replaces the Professional College Staff with an All-College Assembly where no classification of employees is excluded from such meetings. In the college's early years, academic matters were decided by the faculty and a select group of administrators and professional staff, originally known as the "College Staff" (1971 constitution) and later expanded to include all full-time administrators, faculty and professional support staff known as the "Professional College Staff" (1999 constitution). The proposed 2016 version eliminates barriers and invites all administrators, faculty, staff, and students to help determine the direction of the college.

What are some additional benefits of shared governance?

•Recognizes and upholds the important work that committees bring to academia and honors service to the institution as a worthy pursuit.

•Facilitates the dissemination of information and identifies clear channels of communication where the free exchange of ideas is valued without fear of reprisal.

•Entrusts curricular matters and academic standards to the committee level, thereby aligning the expectations of these committees with those of others at a similar level.

•Develops leaders who are cognizant of the strategic priorities and management issues faced by the college.

•Strives to ensure that the people affected by policies and procedures are involved in their development.

•Promotes accountability of committees by requiring majority approval of bylaws as the framework within which they operate on behalf of the greater college community.

•Honors the strong tradition of democracy inherent to community colleges by affording employees the opportunity to vote on major institutional matters according to individual conscience, irrespective of reporting structure or operational hierarchy.

•Requires systematic and regular reporting of progress to stakeholders and regularly assesses its relevance and value.

•Affords more opportunity for enhanced professional development when the All-College Assembly convenes.

•Promotes values of integrity and respect, recognizing that student experiences are enhanced in a collegial environment of trust, collaboration, and civility.

What types of matters will the All-College Assembly consider?

The All-College Assembly will vote to approve bylaws for committees listed under the categories of "direct governance" or "operational assistance." Once approved, they will represent the agreed-upon manner in which these groups will conduct business on behalf of the entire college.

The new constitution leaves open the possibility that any recommendation, policy, or procedure with wide impact can be brought before the Assembly for a vote, particularly in cases where the advantages of exercising the democratic process are likely to generate maximum buy-in.

Not all matters of shared governance need to be voted upon by the All-College Assembly. The new model offers all employees and students opportunities to provide input and to get involved by attending open PAT meetings and submitting ideas and concerns in writing, reading minutes and agendas, serving on constituent groups, and voting on those recommendations for policy changes and bylaws brought before the all-college assembly.

Matters <u>not</u> considered appropriate for shared governance include issues related to compensation and benefits as well as specific personnel matters and grievances. In addition, issues and policies related to contractual agreements, legal requirements, federal and state mandates, and accreditation standards are administered by the appropriate college personnel with oversight by the Board of Trustees and are not considered to be within the scope of shared governance.

"Shared governance is not a simple matter of committee consensus, or the faculty's engaging administrators to take on the dirty work, or any number of other common misconceptions. Shared governance is much more complex; it is a delicate balance between faculty and staff participation in planning and decision-making processes, on the one hand, and administrative accountability on the other."

Gary A. Olson, "Exactly What is Shared Governance?" The Chronicle of Higher Education, July 23, 2009