

Monitoring Report to the  
Middle States Commission on Higher Education  
from  
BROOME COMMUNITY COLLEGE  
Binghamton, NY 13902

*Dr. Kevin E. Drumm, President*

*Dr. Francis Battisti, Executive Vice President and Chief Academic Officer  
Accreditation Liaison Officer*

*September 1, 2012*

Subject of the Follow-Up Report:  
*Response to the Middle States Commission's request for a monitoring report  
documenting evidence of*

- 1. Periodic assessment of the Board of Trustees in meeting its own stated objectives,  
of the effectiveness of institutional leadership and governance,  
and of the effectiveness of the shared governance structure (Standard 4);*
- 2. Continued progress in the implementation of institutional assessment; and*
- 3. The use of assessment results, including results of student learning assessment, to  
inform institutional planning and resource allocation (Standard 7).*

## Table of Contents

Introduction .....	4
Overview of the Institution .....	4
Context Related to the Current Issues .....	4
Standard 4 (Leadership and Governance) .....	6
Periodic Assessment of the Board of Trustees in Meeting its own Stated Objectives.....	6
Board of Trustees' Self-Assessment Process.....	6
Effectiveness of institutional leadership and governance .....	7
Progress on the BCC Strategic Plan 2012-2013 .....	7
Implementation of a College Employee Satisfaction Survey.....	8
Effectiveness of the shared governance structure .....	9
Initial Shared Governance Implementation 2010-2011.....	9
Standard 7 (Institutional Assessment).....	12
Continued progress in the implementation of institutional assessment .....	12
BCC Strategic Plan 2012-2013 and Unit Assessment Timeline .....	12
BCC Institutional Learning Outcomes DRAFT .....	13
The use of assessment results, including results of student learning assessment, to inform institutional planning and resource allocation. ....	13
Institution Effectiveness Framework Model.....	14
Conclusion .....	15
Appendices of Supporting Documents .....	16
Appendix A- Board of Trustees Self-Assessment Survey Results .....	17
Appendix B- Board of Trustees Self-Assessment Survey Results Debriefing .....	27
Appendix C- College Assembly Meeting Minutes- May 9, 2012 .....	28
Appendix D- Excerpt from Executive Council Meeting Minutes- June 5, 2012.....	31
Appendix E- Excerpt from Board of Trustees Meeting Minutes- June 21, 2012 .....	32
Appendix F- Excerpt from Board of Trustees Meeting Minutes- July 19, 2012.....	33
Appendix G- Strategic Visioning Process Calendar for Spring 2012/Summer 2012 .....	34
Appendix H- Strategic Visioning Summary of Spring 2012 SWOT Sessions .....	35
Appendix I- Broome Community College Strategic Plan 2012-2013 .....	36
Appendix J- College Assembly Meeting Minutes- February 8, 2012 .....	37
Appendix K- Timeline for Administering the College Employee Satisfaction Survey (CESS) .....	40
Appendix L- Highlights of the College Employee Satisfaction Survey (CESS) Results, Spring 2012 .....	41

Appendix M- Recommendations of the College Assembly ad hoc Committee for Constitution and By Laws Recommendations, March 27, 2012 .....	43
Appendix N- Campus Governance Constitution and Bylaws .....	44
Appendix O- Proposed Ratification Schedule for Constitution and Bylaws.....	83
Appendix P- Campus Invitation to Town Hall Meeting .....	84
Appendix Q- Issues, Concerns and Suggestions Submitted Through Shared Governance AY 2011-12	85
Appendix R- Issues, Concerns and Suggestions Submission Form.....	102
Appendix S- Example of Minutes From Council for Academic Issues .....	103
Appendix T- Example of Minutes From Council for Operational Issues.....	105
Appendix U- Example of Minutes From Student Assembly .....	108
Appendix V- Council for Operational Issues End of the Year Report 2011-2012 .....	109
Appendix W- Example of Minutes of the College Assembly ad hoc Election Committee.....	110
Appendix X- Proposed Shared Governance Election Process Draft- March 28, 2012 .....	111
Appendix Y- Campus E-Mail Announcement of Spring 2012 Shared Governance Election Results .	113
Appendix Z- Fall 2012 Shared Governance Kick-Off Event Agenda .....	115
Appendix AA- Selected Examples of Unit Assessment Reports 2011-12 .....	116
Appendix BB- Selected Examples of Student Learning Assessment Reports 2011-12 .....	126
Appendix CC- Unit Assessment Process Overview Handout .....	136
Appendix DD- Unit Goal Articulation Sheet and Assessment Report 2012-13 .....	137
Appendix EE- Institutional Assessment Forum Agenda.....	139

## Introduction

### Overview of the Institution

Broome Community College (BCC) is one of thirty community colleges supervised by the State University of New York (SUNY) in New York. BCC is one of New York's most comprehensive community colleges, offering its students a broad menu of programs, including Associate in Arts and Associate in Science degree programs to prepare students for transfer to baccalaureate programs, and Associate in Applied Science degree programs to prepare students for immediate employment upon completion. Its curriculums are registered by the State Education Department and accredited, where appropriate, by specific career-accrediting organizations. BCC's Division of Continuing Education has extensive offerings, including courses, seminars, professional training, and special events available to the public.

BCC's history, degree opportunities, exceptional faculty and staff, rich campus life and dedication to learning, excellence, equity, diversity, and innovation, has established the College's reputation, both nationally and globally. In keeping with its Mission Statement, BCC strives to provide a quality educational experience to a diverse population, offering all the opportunity to identify their potential and to realize life goals. BCC strives to be a leader in anticipating and responding to diverse individual, community, and global needs for accessible lifelong educational opportunities.

### Context Related to the Current Issues

On March 21-24, 2010, an Evaluation Team representing the Middle States Commission on Higher Education visited BCC. As a result of the Evaluation Team's visit and report, BCC received a warning citing a lack of evidence that the institution was in compliance with Standards 4 (Leadership and Governance) and Standard 7 (Institutional Assessment). In response, then newly appointed President Kevin E. Drumm facilitated the formation of three committees to specifically research, plan, implement, and evaluate proposed improvements to address the areas of concern. These three groups were:

- Shared Governance Task Force (SGTF)
- Institutional Effectiveness Standing Committee (IESC) – Now called the Institutional Effectiveness and Assessment Committee (IEAC)
- Student Learning Assessment Committee (SLAC)

The results of these efforts were reported in a Monitoring Report on March 1, 2011, with an additional visit by a Middle States Follow-Up Team on March 22-23, 2011. In response, the Middle States Commission on Higher Education acted at its session on June 23, 2011:

- To accept the monitoring report and to note the visit by the Commission's representatives.
- To remove the warning and affirm accreditation.
- To request a progress report, due December 1, 2011, documenting evidence related to Standards 4 and 7.

A Progress Report was submitted on December 1, 2011 documenting evidence that

- the elections called for in the shared governance structure have been conducted,
- the College Assembly and the councils called for in the structure are operational, and
- information about the functioning of the structure is readily available to the campus

- community (Standard 4); and
- all units have identified unit-level goals and assessment measures related to the College's strategic directions (Standard 7).

The Middle State Commission further requested this 2nd monitoring report, due September 1, 2012, documenting evidence of

- (1) periodic assessment of the Board of Trustees in meeting its own stated objectives, of the effectiveness of institutional leadership and governance, and of the effectiveness of the shared governance structure (Standard 4);
- (2) continued progress in the implementation of institutional assessment; and
- (3) the use assessment results, including results of student learning assessment, to inform institutional planning and resource allocation (Standard 7).

This report will present evidence that the College is in compliance in the specified areas. The Periodic Review Report is now due June 1, 2016.

Since the submission of the last report, Dr. Drumm has continued his presidency that began in February 2010. There have been, however, several significant changes in the organization and makeup of BCC's institutional leadership. A summary of the most significant changes in these areas since the last Progress Report is listed below:

- Appointment of Regina Losinger as Vice President for Administrative and Financial Affairs to permanent status (previously Acting Status) in January 2012.
- Revision and broadening of the Vice President for Academic Affairs role to establish a position as Executive Vice President and Chief Academic Officer in the spring of 2012..
- Retirement of the Vice President for Academic Affairs Julia Peacock in June 2012.
- Appointment of Dr. Francis Battisti as Acting Executive Vice President and Chief Academic Officer in July 2012.
- Acting Director of Student and Community Engagement, Debra Morello, also took on the role of Acting Executive Director of the Faculty Student Association
- Realignment of reporting relationships among several administrative personnel and departments as reflected in updated organizational charts (<https://www.sunybroome.edu/web/www/organizational-charts>).

## Standard 4 (Leadership and Governance)

### Periodic Assessment of the Board of Trustees in Meeting its own Stated Objectives

#### Board of Trustees' Self-Assessment Process

In response to the self-study and subsequent recommendation, the BCC Board of Trustees (BOT) participated in a retreat led by a facilitator from the Association of Community College Trustees (ACCT) in April of 2010. One outcome of this retreat was the establishment of a goal that the Board would, "Using the state guidelines, define an evaluation process for the president and board self-assessment. The presidential evaluation should include information on the status and accomplishments of the college, review of priorities of goals established for the president by the board, and self-assessment by the president." The BOT held a presidential and self-assessment on March 17, 2011.

To continue the progression of developing a more formalized self-assessment process, on October 29, 2011, the BCC BOT established a sub-committee to develop a survey instrument to be used for self-assessment. This survey instrument was intended to be used by the BCC Board of Trustees to provide data to help inform and improve their ongoing goal-setting, planning, and self-assessment processes. After all Trustees were given an opportunity to provide additional feedback, the self-assessment survey was approved by the BOT in March 29, 2012. A web-based format of the survey was created and administered by the Institutional Effectiveness Officer in June 2012. The Institutional Effectiveness Officer compiled the results ([Appendix A](#)) and the College President facilitated a debriefing session with BOT members concerning the survey results in July 2012 ([Appendix B](#)). The results of this year's self-assessment will be used to assist in their BOT Annual Goal-setting Retreat to be held on September 13, 2012.

BOT Self-Assessment Process		
Item	Date	Document of Evidence
The BOT proposed a sub-committee and the future adoption of a self-assessment survey	October 27, 2011	BOT minutes from October 27, 2011
The BOT Self-Assessment Survey was approved.	March 29, 2012	BOT minutes from March 29, 2012
Administered BOT Self-Assessment Survey	June 2012	BOT minutes from June 21, 2012 notes reminder for BOT members to complete survey
BOT Self-Assessment Survey Results compiled	July 18, 2012	BOT Self-Assessment Survey Results ( <a href="#">Appendix A</a> )
BOT Debriefing of Self-Assessment Survey Results	July 19, 2012	Summary of BOT Self-Assessment Debriefing ( <a href="#">Appendix B</a> )
BOT Annual Goal-setting Retreat	To be held Sept. 13, 2012	

## Effectiveness of institutional leadership and governance

### Progress on the BCC Strategic Plan 2012-2013

During the spring of 2011, Dr. Francis Battisti was selected to serve on a special assignment to the President to lead a comprehensive, campus-wide strategic visioning and planning process. Using the Appreciative Inquiry model, Dr. Battisti interacted with the College Council and other constituencies to collect ideas and input to inform the development of BCC's Core Values. Together with Dr. Battisti, institutional leaders facilitated campus and community events that resulted in the building the BCC Strategic Plan 2012-2013 from collective input of a diversity of stakeholders. The BCC Strategic Plan elements were shared, reviewed, and endorsed by the BCC College Assembly ([Appendix C](#)) and approved by members of Executive Council ([Appendix D](#)). The BCC Strategic Plan elements were presented to the BCC Board of Trustees members at their June 21, 2012 meeting ([Appendix E](#)) and approved the by BOT members at their July 19, 2012 meeting ([Appendix F](#)).

The Strategic Visioning Committee continued their work during the Spring 2012 semester to collecting stakeholder input and shaping a recommendation of a new BCC vision statement, mission statement, and strategic initiatives. The committee was a cross-section representation of campus and community members, including faculty, staff, administration, students, BOT members, and community members. The goals of the Spring 2012 Strategic Visioning activities are available at <https://mycollege.sunybroome.edu/web/institutional-effectiveness/strategic-visioning-process-spring-2012>

Strategic Visioning Committee		
Item	Date	Document of Evidence
Committee meeting to confirm vision and mission statement	February 10, 2012	Strategic Plan Calendar ( <a href="#">Appendix G</a> )
Committee meeting	March 16, 2012	Strategic Plan Calendar
Committee meeting to finalize recommendation of BCC Strategic Plan 2012-2013 elements	April 27, 2012	Strategic Plan Calendar

The BCC campus community participated in several events to provide collective input into the Strategic Plan elements as stated below. The data collected focused on the internal and external scans of the strengths, weaknesses, opportunities, and threats as related to BCC and was gathered through SWOT sessions and a SWOT questionnaire.

<b>Strengths, Weaknesses, Opportunities, and Threats (SWOT) Sessions</b>		
<b>Item</b>	<b>Date</b>	<b>Document of Evidence</b>
Strategic Visioning Committee SWOT Session, 15 participants	February 10, 2012	Strategic Visioning Spring 2012 Summary ( <a href="#">Appendix H</a> )
Campus SWOT session, 12 participants	February 17, 2012	
SWOT questionnaire, 38 participants	Spring 2012	
Student Assembly SWOT Session, 15 participants	March 14, 2012	
Community Forums, 34 participants	March 15, 2012	
Strategic Visioning Committee Group Session on review SWOT Data. 15 participants	March 16, 2012	

The BCC Strategic Plan 2012-2013 ([Appendix I](#)) was shared with faculty and staff on August 23, 2012.

### **Implementation of a College Employee Satisfaction Survey**

As part of the overall Institutional Effectiveness Framework, BCC contracted with an outside provider to offer the campus community a College Employee Satisfaction Survey (CESS). This assessment tool is designed for college campuses in assesses satisfaction with such issues as interdepartmental communication, campus mission, enrollment, and decision-making. The CESS was administered to administrators, campus staff, and faculty members as part of a Shared Governance initiative in Spring 2012. This information will be used to help derive recommendations to improve institutional planning around organizational priorities as reflected by campus member perceptions and satisfaction level.

<b>College Employee Satisfaction Survey Process</b>		
<b>Item</b>	<b>Date</b>	<b>Document of Evidence</b>
Endorsed by College Assembly	February 8, 2012	College Assembly minutes ( <a href="#">Appendix J</a> )
Survey administered	April 2012 and May 2012	CESS Timeline ( <a href="#">Appendix K</a> )
CESS results compiled	June 2012	Minutes from Executive Council
CESS results summarized ( <a href="#">Appendix L</a> )	July 2012	Minutes from Executive Council
Major CESS findings were shared with BCC campus community at the faculty and staff assembly	August 23, 2012	
Links to CESS Results e-	August 27, 2012	



mailed to campus community		
----------------------------	--	--

A Fall 2012 College Assembly item will be to form an Ad hoc committee to perform a more comprehensive review and analysis of the CESS data and to make recommendations based upon this analysis to the Shared Governance systems and to the Executive Council.

## Effectiveness of the shared governance structure

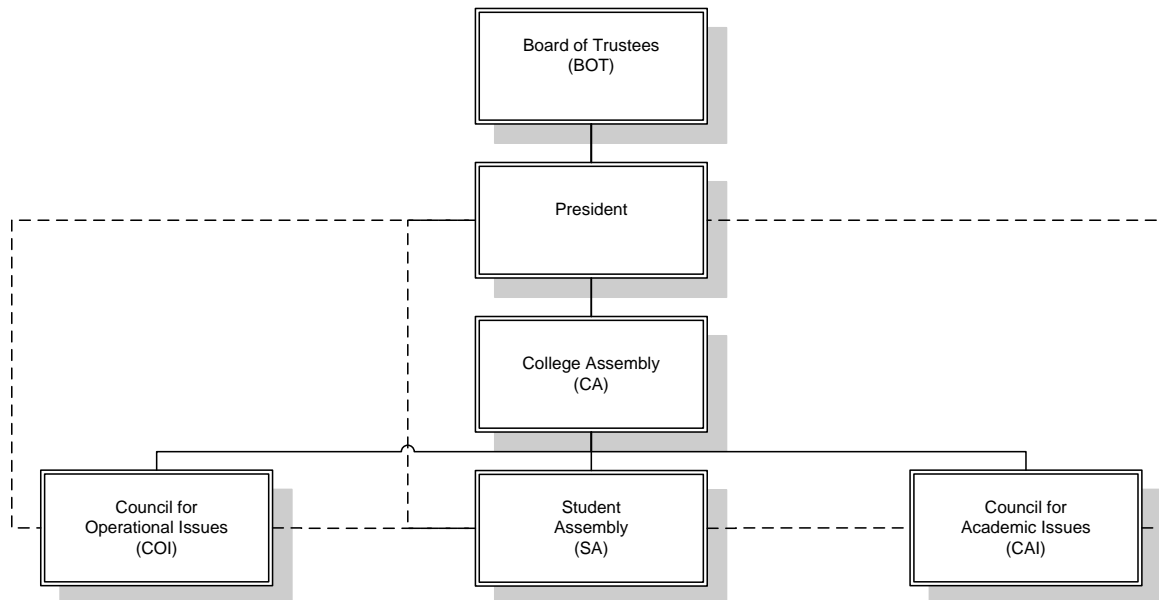
### Initial Shared Governance Implementation 2010-2011

During the 2010-11 academic year, a Shared Governance Task Force composed of a broad group of campus constituencies worked to research and evaluate possible models for a shared governance system. After conducting surveys, forums, and meetings, the Shared Governance Task Force proposed a structure for BCC consisting of a College Assembly (CA) as the principal and highest deliberative body in the College's shared governance structure. The College Assembly's role is to recommend and provide advisory input to the Administration on decisions related to policy and other issues of College-wide importance. The other major BCC organizations in the shared governance structure are the Council for Operational Issues (COI), the Council for Academic Issues (CAI), and the Student Assembly (SA). The COI is the body that makes recommendations directly to the CA or the Administration relative to a wide variety of operational issues, policy, and standards affecting the College. In the same way, the CAI makes recommendations on academic issues. The Student Assembly makes recommendations directly to the CA or the Administration relative to issues of particular concern to the student body as well as issues that affect the College as a whole. There are also a number of council-related committees that each function as recommending bodies with regard to those matters that fall under the spheres of their respective responsibilities. Initial elections for the CA, COI, and CAI were held in April 2011, and these bodies formally convened for the first time and elected chairpersons during the fall 2011 semester.

A schematic of the BCC Shared Governance Structure is depicted below:

# Broome Community College

## Shared Governance Structure



During this inaugural year, one explicit priority for all the Shared Governance bodies was to establish a process for each to work individually, as well as to cooperate and communicate with the others. This was accomplished through a process in which each work in parallel on creating a document that defined these relationships and processes. Working from a draft Constitution and Bylaws for the CA that had been created by the Shared Governance Task Force, the CA convened a Constitution and Bylaws Committee to review this document, and to propose amendments to the Assembly ([Appendix M](#)). Both the COI and CAI also established Bylaws Committees to propose documents for each of those bodies. The combined documents developed during the spring 2012 semester now form a comprehensive Constitution and Bylaws for Shared Governance at BCC ([Appendix N](#)). The draft Constitution and Bylaws has been presented to the campus community for comments, and will be presented for ratification by the CA, COI, CAI, and BOT in September and October 2012. ([Appendix O](#))

Over the course of a year, the shared governance organizations sponsored two Town Hall meetings to solicit input on issues of interest to the campus community ([Appendix P](#)). Input from these meetings was collected and placed into a spreadsheet for analysis. The chairs of the CA, COI, and CAI met to ascertain which items were appropriate for the shared governance process, and to determine which body would initially consider the reported issues. When indicated, items not appropriate for shared governance were referred to other individuals, offices, or committees on campus. The listings of all referrals and the ultimate decisions or actions were posted on the Shared Governance website accessible to the campus community ([Appendix Q](#)). In addition to the town hall meetings, the shared governance organizations created an individual feedback form ([Appendix R](#)) that could be submitted online or in hard copy. Hard copy

submissions could be deposited in a drop box or mailed in anonymously at the submitter's option.

Each of the shared governance bodies met approximately twice a month during the academic year. Each had a secretary and kept minutes that were distributed to the campus community and posted on the website ([Appendix C](#), [Appendix S](#), [Appendix T](#), [Appendix U](#)). Each organization adopted the "Democratic Rules of Order" to provide structure to the meeting formats, and, when possible, appointed a Parliamentarian.

During the 2011-12 academic year, the Shared Governance structure provided input, decisions, and recommendations on many issues, including some issues with significant campus impact. Examples of some of the major issues that Shared Governance deliberated on included:

- The establishment of a campus-wide recycling program
- The recommendation of a college calendar
- The move to a smoke-free campus
- The restructuring of the Academic Affairs division
- Factors to consider for determining when the campus should close because of snow
- The future of the BC Center (childcare center)

As part of the campus' commitment to assessment, each Shared Governance Body submitted an End of Year Report that listed major accomplishments, and items that remain ongoing into the next year ([Appendix V](#)).

In the spring 2012, an Election Committee was convened to plan and carry out elections for the following year ([Appendix W](#)). This ad hoc Election Committee reviewed to election process from the previous years and drafted a proposed process for the current and future years ([Appendix X](#)). After a call for nominations, elections were carried out in April 2012, and newly elected representative were invited to the final meetings in May 2012 ([Appendix Y](#)). Each body has already elected a chair to preside during the coming academic year as defined in the Constitution and Bylaws. As the 2012-13 academic year starts, a 2<sup>nd</sup> Annual Shared Governance Kickoff was held on August 30 to set the stage for the coming year ([Appendix Z](#)).

## Standard 7 (Institutional Assessment)

### Continued progress in the implementation of institutional assessment

The BCC Campus Community continues to evolve both organically and strategically. The faculty, staff and administration work collaboratively to build and strengthen institutional assessment. This system includes elements of professional development, committee outreach, and campus-wide dialogue and input. A system for comprehensive unit assessment ([Appendix AA](#)) provides a process for various academic departments or programs, academic and educational support offices, divisions, or faculty or staff coordinating specific initiatives to measure their goals in reference to the BCC Strategic Plan 2012-2013. Student learning outcomes assessment is integrated into the overall plan for Institutional Assessment. To coordinate this effort, the Institutional Effectiveness Officer partners with a faculty member appointed to a leadership role in Student Learning Assessment to provide a process for faculty and staff to measure student learning outcomes in course work and student support programming ([Appendix BB](#)).

As of September 2012, 100% of the units (an academic department, student support office, academic division, campus initiative, or other area) across the campus have established unit goals and a timeline for assessing and reporting on those goals. A majority of the units have already reported their assessment results and action items, and the remaining reports are scheduled to be submitted early in the fall 2012 semester. The Institutional Effectiveness Officer will continue to facilitate the unit assessment process as stated in the established timeline (below), overview ([Appendix CC](#)), and 2012-13 Assessment report ([Appendix DD](#)).

#### BCC Strategic Plan 2012-2013 and Unit Assessment Timeline

Activity	Due date or date of activity
<b>Fall 2012 Semester</b>	
Rollout of BCC Strategic Plan 2012-2013	Thursday, August 23, 2012 At Fall Faculty and Staff Assembly meeting
Collection of 2011-2012 Unit Assessment Reports	Thursday, September 6, 2012 Email your completed unit assessment report
Collection of Unit Goals for the 2012-2013 Academic Year	Friday, September 21, 2012 Email your completed unit goal articulation sheet to be uploaded to the Institutional Effectiveness webpage
<b>Spring 2013 Semester</b>	
Unit meetings	February 2013 to April 2013 Jason Zbock and Dr. Andrew Haggerty will meet with each unit to discuss Institutional Assessment Processes
2 <sup>nd</sup> Annual Institutional Assessment Forum	Friday, May 24, 2013
Collection of Unit Assessment Reports 2012-2013	Friday, May 31, 2013
Collection of Unit Goals for the 2013-2014 Academic Year	Summer 2013/Fall 2013 Email your completed unit goal articulation sheet to be uploaded to the Institutional Effectiveness webpage

BCC Institutional Learning outcomes were drafted by an Institutional Effectiveness and Assessment Committee (IEAC) in Spring 2012 and will be reviewed by shared governance in Fall 2012. The seven Institutional Learning Outcomes that will be forwarded to the CAI for review in fall 2012 are listed below.

### **BCC Institutional Learning Outcomes DRAFT**

BCC graduates will be able to:

1. Apply relevant knowledge and tools from the academic disciplines in the contexts of personal, professional, and civic interactions, with sensitivity to diverse peoples and cultures.
2. Read, write, speak, and listen effectively in both personal and professional spheres.
3. Retrieve, organize, analyze, evaluate, and appropriately use information.
4. Perform effectively as a team member.
5. Actively reflect on, reason about, and form independent judgments on a variety of ideas and information, and use these skills to guide their beliefs and actions.
6. Exercise individual and social responsibilities through personal development and self-advocacy, healthy life-style choices, ethical behavior, civic involvement, interaction with diverse cultures, commitment to life-long learning, and engagement with global issues.
7. Integrate knowledge and skills gained and adapt them to new settings, questions, and responsibilities.

### **The use of assessment results, including results of student learning assessment, to inform institutional planning and resource allocation.**

On May 17, 2012, BCC held its first annual college-wide Institutional Assessment Forum, attended by approximately 130 faculty, staff, and administrators ([Appendix EE](#)). The event was planned by the members of the SLAC and IEAC committees to accomplish the following goals:

- Collectively share strengths and needs for improvement concerning the current BCC institutional assessment processes.
- Collectively share successful examples from their individual units or departments of BCC institutional assessment initiatives.
- Provide feedback to administration what professional development activities are needed or should continue to strengthen BCC institutional assessment processes.

At this forum, President Drumm spoke about the link of Institutional Assessment to BCC's Strategic Plan, and VPAA Julie Peacock reviewed the Middle States Standards related to Student Learning Assessment and Institutional Effectiveness. In addition, there were several presentations that provided faculty and staff with exemplars of unit and student learning outcomes assessment on the BCC campus.

Following the presentations, breakout sessions were organized by academic and administrative divisions to present results, successes, and challenges of the previous year's assessment cycle.

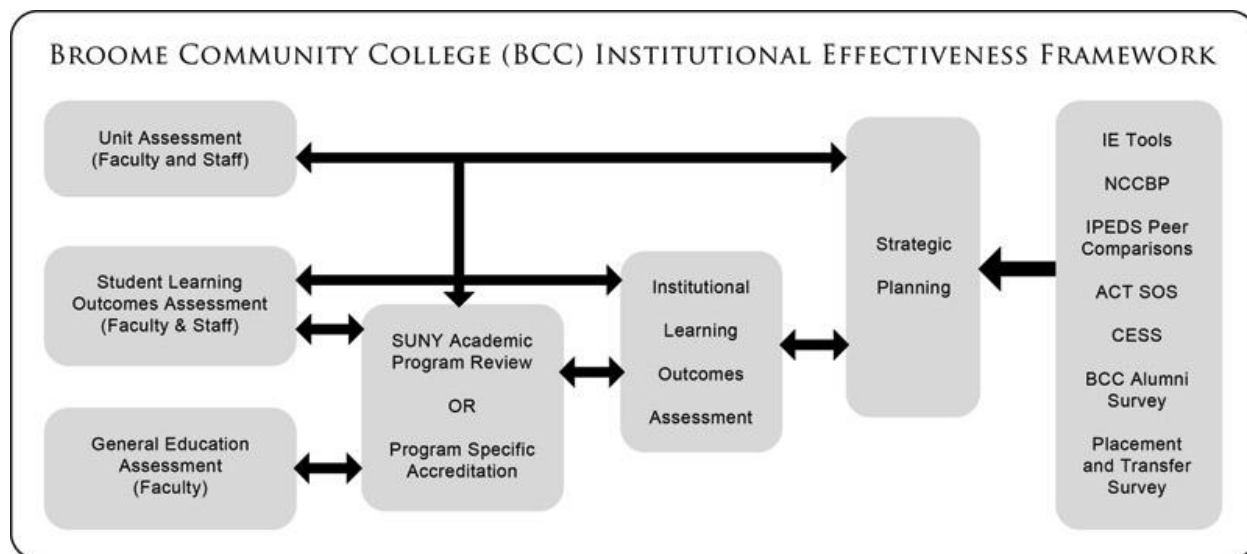
The breakout sessions were designed to allow time for each group to discuss progress made within individual units in the group with regard to institutional assessment processes. Suggested discussion questions were provided ahead of time for faculty and staff. Individual faculty and staff members shared their experiences and participated in a dialogue about the process and results that were collected. Administrators from each division facilitated the discussion. A recorder in each group captured the discussion in the form of minutes that were then forwarded to the Institutional Effectiveness Officer for posting on the website.

The Second Annual Institutional Assessment Forum has already been listed on the official College Calendar to be held on May 24, 2013.

### **Institution Effectiveness Framework Model**

The institutional effectiveness framework model includes all the linked BCC institutional assessment processes for faculty and staff. These institutional assessment processes include student learning outcomes assessment, unit assessment and general education assessment. Student learning outcomes assessment includes faculty and staff in academic degree programs, academic departments, and academic and educational support offices. Within the institutional assessment framework, institutional effectiveness tools (e.g. CESS, NCCBP, ACT SOS) provide data to inform planning and resource allocation. Each of these tools provides key performance indicators for measuring the BCC Strategic Initiatives.

A graphical depiction of the Institution Effectiveness Framework Model is shown in the diagram below:



## Conclusion

The early successes of the Shared Governance and Institutional Assessment in their new forms have clearly taken root and are continuing to flourish at Broome Community College. After a year of intensive researching, planning, debate and discussions, the new Shared Governance bodies at BCC have had an impact on informing decisions on significant campus issues during the 2011-12 academic year. The new model has completed an entire cycle, including nomination, election, and installation of the incoming set of campus leaders. With the ratification of a Constitution and Bylaws for the campus this fall, BCC has a map for continuing to move forward while continuously reviewing and revising these processes to meet the changing needs of the campus community.

In the same way, the comprehensive dialogue that has resulted in the creation of new Strategic Directions for the College creates a foundation on which the strengthened Institutional Assessment process now rests. This inclusive system to evaluate institutional effectiveness has involved a broad base of constituencies from across the campus in a commitment to strengthen BCC through consistent, authentic assessment and improvement. The campus community is resolved not only to demonstrate compliance with the Middle States Standards, but to implement these changes from a desire to continuously enhance student success.

## **Appendices of Supporting Documents**



## Appendix A- Board of Trustees Self-Assessment Survey Results

### Board of Trustee Self-Assessment Survey Results

Administered June 2012 and July 2012

Compiled July 18, 2012 by the Institutional Effectiveness Officer, Jason Zbock

Sample size = 9

Response rate = 100%

**This survey, administered by the Institutional Effectiveness Officer, will be used by the BCC Board of Trustees to provide data to help inform and improve their ongoing goal-setting, planning, and self-assessment processes.**

#### **The scale used**

**5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree**

#### Summary Report Layout

This summary report is in three sections the highlights of the survey results, statistics with count and percentage of response per question, and the individual responses of each BOT member with overall mean, standard deviation, and count of each question.

#### Highlights of Survey Results

In terms of the mean rating, the questions with the highest mean of 5.00 and 100% response of strongly agree were question 4 and question 5. Question 4 and question 5 relate to the BOT and College President's excellent working relationship and BOT support for the College President. In terms of the mean rating, the question with the lowest mean of 3.44 and highest standard deviation of 1.01, is question 8, which refers to the BOT activity and involvement in BCC activities on and off campus. In terms of mean rating, another question to review because of a low mean rating of 4.13 relative to the other questions is question 12. Note that the lack of response by one BOT member for Question 12 was not included in the statistical calculations. Question 12 refers to the BOT regular review of its code of ethics and standards of practice.

#### Statistics with Count and Percentage of Response per Question

<b>1. The BCC Board of Trustees assures that there is an effective BCC strategic planning process by providing clear, desirable goals.</b>		
1 Strongly Agree	5	56%
2 Agree	4	44%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

**2. The BCC Board of Trustees fulfills its policy role by regularly reviewing BCC policies.**

1 Strongly Agree	3	33%
2 Agree	5	56%
3 Neutral	1	11%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**3. The BCC Board of Trustees must rely on the campus administration and their diligence in keeping BCC policies up-to-date. This duty is the responsibility of the Administration and should be reported to the Board of Trustees on a regular basis.**

1 Strongly Agree	7	78%
2 Agree	1	11%
3 Neutral	0	0%
4 Disagree	1	11%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**4. The BCC Board of Trustees maintains an excellent working relationship with the BCC College President.**

1 Strongly Agree	9	100%
2 Agree	0	0%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**5. The BCC Board of Trustees delegates authority to and supports the BCC College President.**

1 Strongly Agree	9	100%
2 Agree	0	0%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**6. BCC Board of Trustees members represent the interests of the citizens of Broome County.**

1 Strongly Agree	4	44%
2 Agree	5	56%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**7. The BCC Board of Trustees advocates on behalf of the college to local, state, and federal governments.**

1 Strongly Agree	4	44%
2 Agree	4	44%
3 Neutral	1	11%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**8. The BCC Board of Trustees is actively involved in BCC events on and off campus.**

1 Strongly Agree	2	22%
2 Agree	1	11%
3 Neutral	5	56%
4 Disagree	1	11%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**9. The BCC Board of Trustees respects faculty, staff and student participation in college decision-making.**

1 Strongly Agree	6	67%
2 Agree	3	33%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**10. The BCC Board of Trustees understands its roles and responsibilities.**

1 Strongly Agree	6	67%
2 Agree	3	33%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**11. The BCC Board of Trustees fulfills its roles and responsibilities.**

1 Strongly Agree	6	67%
2 Agree	3	33%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

**12. The BCC Board of Trustees regularly reviews its code of ethics or standards of practice.**

1 Strongly Agree	2	25%
2 Agree	5	62%
3 Neutral	1	12%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>8</b>	<b>100%</b>

**13. The BCC Board of Trustees adheres to its code of ethics or standards of practice.**

1 Strongly Agree	6	67%
2 Agree	3	33%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

**14. The BCC Board of Trustees members avoids conflicts of interest and the perception of such conflicts.**

1 Strongly Agree	8	89%
2 Agree	1	11%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**15. BCC Board of Trustees meeting agendas and conduct provide sufficient information and time to explore and resolve key issues.**

1 Strongly Agree	8	89%
2 Agree	1	11%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**16. New members receive orientation to BCC Board of Trustees roles and the institution.**

1 Strongly Agree	3	33%
2 Agree	5	56%
3 Neutral	1	11%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	9	100%

**17. BCC Board of Trustees members participate in trustee development activities.**

1 Strongly Agree	3	33%
2 Agree	6	67%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

**18. The BCC Board of Trustees evaluation process helps the BCC Board of Trustees enhance its performance.**

1 Strongly Agree	3	33%
2 Agree	6	67%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

**19. The BCC Board of Trustees makes every effort to continue to support student learning and the quality of the BCC student experience.**

1 Strongly Agree	6	67%
2 Agree	3	33%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

**20. BCC Board of Trustees members are knowledgeable about the BCC educational programs and services.**

1 Strongly Agree	3	33%
2 Agree	5	56%
3 Neutral	1	11%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

**21. BCC Board of Trustees members are knowledgeable about the BCC student achievements and/or events.**

1 Strongly Agree	3	33%
2 Agree	5	56%
3 Neutral	1	11%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

**22. The BCC Board of Trustees makes every effort to assure the fiscal stability and health of BCC.**

1 Strongly Agree	8	89%
2 Agree	1	11%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>



**23. The BCC Board of Trustees is effective in making every effort to assure the fiscal stability and health of BCC.**

1 Strongly Agree	6	67%
2 Agree	3	33%
3 Neutral	0	0%
4 Disagree	0	0%
5 Strongly Disagree	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

Individual Responses of each BOT Member with Overall Mean, Standard Deviation, and Count of Each Question.																							
BOT Member	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23
1	4	4	5	5	5	4	4	3	5	4	4	4	4	4	4	5	5	4	4	4	4	5	4
2	4	4	4	5	5	4	4	3	4	4	4	4	4	5	5	4	4	4	5	4	4	5	4
3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5
4	5	4	5	5	5	4	4	2	4	4	4	3	4	5	5	3	4	4	5	3	3	5	5
5	5	4	5	5	5	4	4	4	5	5	5	4	5	5	5	4	4	4	5	5	4	4	5
6	4	3	2	5	5	5	5	3	5	5	5	5	5	5	5	5	4	4	4	4	4	5	5
7	5	5	5	5	5	4	3	3	4	5	5	4	5	5	5	4	4	4	4	4	4	5	4
8	5	5	5	5	5	5	5	5	5	5	5		5	5	5	5	5	5	5	5	5	5	5
9	4	4	5	5	5	5	5	3	5	5	5	4	5	5	5	4	4	5	5	4	5	5	5
Mean	4.56	4.22	4.56	5.00	5.00	4.44	4.33	3.44	4.67	4.67	4.67	4.13	4.67	4.89	4.89	4.22	4.33	4.33	4.67	4.22	4.22	4.89	4.67
Standard Deviation	0.53	0.67	1.01	0.00	0.00	0.53	0.71	1.01	0.50	0.50	0.50	0.64	0.50	0.33	0.33	0.67	0.50	0.50	0.50	0.67	0.67	0.33	0.50
Number of Responses	9	9	9	9	9	9	9	9	9	9	9	8	9	9	9	9	9	9	9	9	9	9	9

## **Appendix B- Board of Trustees Self-Assessment Survey Results Debriefing**

### **BOT Self-Assessment Survey Results Debriefing**

A debriefing of the Broome Community College Board of Trustee Self-Assessment Survey Results took place on Thursday, July 19, 2012, after the regularly scheduled BOT meeting. This debriefing was facilitated by Dr. Drumm and the survey results were distributed to BOT members prior to the debriefing. There was full attendance at this meeting of sitting trustees. The response rate to survey was 100%.

#### **Summary of Debriefing and Extension into the Annual Board Retreat**

The BOT members and Dr. Drumm noted that the overall ratings were decent with most averages in the low to mid 4.0s on a scale of 1-5.

The core of the discussion focused on two items, which will be addressed at the BOT annual meeting this fall. Both of these survey items had a lower than 4.0 average in one category and a spread in ratings for a second category. The items were:

- (1) The level of engagement at the college, outside of board meetings, is appropriate for board members.
- (2) The balance between administration and trustees recommending policy changes. The general consensus was that administration should take the lead on policy changes by bringing recommendations to the board. These two items will be carried over to the annual board retreat.

In reviewing the two items above, the retreat facilitator will again start by including these objective survey results weaved into an annual anecdotal review of the College's and Board's progress for the year and goals will be set for the board and the college (president). All goals set for this year were met and exceeded.

Also, as the strategic plan roles out this fall and measurable objectives are created, they plan to include measurable objectives on board engagement for the coming year.

## Appendix C- College Assembly Meeting Minutes- May 9, 2012

### College Assembly

DRAFT Minutes of Meeting

May 9, 2012

Wales 203B • 8-9 a.m.

**Members Present:** Lily Montayne, Meghan McGuinness (alternate for Judy Samsel), Tracy Curtis, Judi Dzuba, Andrea Wade, John Petkash, Loreta Paniccia, Rachael Hagerman, Jenae Norris, Judy Giblin, Jason Zbock, Debbie Morello, Regina Losinger, Nathan Walz, Penny DelFavero, Dominick DeMichele, Michelle Perricone

**Members Excused:** Judy Samsel

**Members Absent:** Renee Kovac, David Michalak, Julie Lakin, Rey Wojdat, Fred Loveland, Margherita Rossi, Deb Hibbard, Jesse Wells, Dr. Kevin Drumm, Julie Peacock, Patrick O'Bryan, Scott Corley, Howard Streby, Michael Kinney

**Guest:** Francis Battisti

- **Call to order:** 8:10 p.m., Chair Wade presiding
- **Alternate** was approved, a quorum was established, the meeting agenda was approved, and the minutes from the April 23, 2012 meeting were approved.

#### Correspondence

- None

#### SG Chair Reports

- **COI Chair Petkash** - Jason Zbock was voted in as new COI Chair.

COI accomplishments for this past academic year included adding faculty and adjuncts to COI membership, resolving most issues that were referred to COI following both Town Hall meetings, endorsing BC Center, discussion of snow closure policy, public transportation issues, to name a few. COI is waiting for Constitution and Bylaws input from campus, will follow up with BC Center issues in fall, and will address any remaining Town Hall issues that have not been resolved. John mentioned that Clarkson has created an “incubator” for student entrepreneurs to start new businesses.

#### VP, SA Reports

- **VP Losinger** - Proposed budget will go out to campus later today or tomorrow. This is the most challenging budget she has seen in over two decades. A \$1,500,000 gap has been closed with no layoffs. The secretarial staff was downsized by 20%. This is the second year in a row that spending has gone down. We are hoping for support from Broome County. We need to contact our legislators for support. We have lost \$4,000,000 in revenues in the last 18 months.

- **VP Morello** - Handed out flyer advertising a Business Opportunities Workshop at BCC on June 6. Asked that they be distributed to anyone looking to start or grow a business. Experts will provide information on funding businesses.
- **Student Assembly:** SA elected their officers via electronic balloting. Record number of students voted. Dave Maslar helped to facilitate electronic balloting ensuring that students could not vote more than once and that voters remained anonymous. Voting was authenticated within campus EAI and MyCollege. Contact Jesse Wells for further information.

SA will approve their budget at their last meeting today. Outgoing officers will meet with incoming officers to go over any remaining issues to be carried over to the next academic year.

Elaine Papastrat and Gwen Nieves attended the SUNY spring conference where they supported the resolution of the Dream Act. Gwen will represent BCC at SUNY Assembly. A new SUNY song was written by student Brendan Martin.

### **Reports of Committees**

- **Constitution and Bylaws:** First draft of Constitution and Bylaws was distributed campus wide along with a ratification timeline/schedule. Comment period runs through May 21, 2012. Vote to ratify will take place at the first fall 2012 College Assembly meeting.
- **SG Election Ad hoc Committee:** Elections went smoothly although voter turn out was low. Some people did not know their constituency, and it is challenging to get people to vote. We may need to create a separate ballot for each constituency in the future. Fortunately, all positions were filled.

### **Old Business**

- **Zero Snow Closure:** VP Losinger asks for volunteers to work with her on developing a snow closure policy and procedure. She would like to have something in place and on the College Assembly agenda for endorsement by September 2012. Jason Zbock, Judy Dzuba, Meghan McGuinness, Andrea Wade, and Dominick DeMichele volunteered to serve on the committee. Regina stressed that she wants the committee to be as inclusive as possible with faculty, students, Joe O'Connor, and Phil Testa involved in the process. She is looking to have College Assembly vote and then submit the recommendation to Executive Council. Judy Dzuba added that the Adjunct Council will have a forum in September to explore the possibility of faculty posting lessons on Angel if classes are not held due to weather.

### **New Business**

- **Strategic Visioning:** Francis Battisti handed out a summary of values and talked about the success of the appreciative inquiries that brought stakeholders into the Strategic Visioning process. There were 4 summits on campus attended by 200+ people including faculty, staff, students, community members, and trustees. SWOT sessions were successful and produced valuable input. We now have new Vision and Mission statements and new Strategic Initiatives. Francis would like the College Assembly to endorse the Strategic Visioning Committee's recommendations to Executive Council. Units will articulate their action plans and perform annual self-assessment. Key performance indicators will be shared with campus so that we will all be able to see how we are collectively meeting our mission and

goals. The new Strategic Plan will be on our website. All information from the SWOT sessions is available from Jason to anyone who requests it. Nate Walz was concerned that faculty are not mentioned specifically in the Strategic Vision Goals. These directives are general/broad in scope, and faculty are inherent in several of the strategic initiatives. # 4 was given as an example.

A motion was made by Lily Montayne to endorse the Strategic Visions recommendations to Executive Council. Jenae Norris seconded. Motion passed with 9 in favor, 0 opposed, and 0 abstentions.

- **College Assembly End of Year Accomplishments:** Town Hall Forums, resolution of several issues, creation of issue intake, referrals, tracking, and follow-up mechanism, Shared Governance website, SG Taskforce and leadership of Chairs, coordination and cooperation. Carryovers would include Zero Snow Closure?, ratification of Constitution, possible review of Executive Council minutes at College Assembly meetings, improving communication with campus.

**Meeting adjourned at 9:01 a.m.**

**First Fall 2012 meeting will be held on Monday, September 10, 3-4:30 p.m. in Wales 203B**

Respectfully submitted,

Michelle Perricone  
College Assembly Secretary

## **Appendix D- Excerpt from Executive Council Meeting Minutes- June 5, 2012**

### **Executive Council Minutes June 5, 2012**

Members Present: Dr. Kevin E. Drumm, Debbie Morello, Julie Peacock, Judy Siggins, Jason Zbock, Regina Losinger, Rich David, Fran Battisti  
Members Absent: Elizabeth Wood

1

#### **5. Assessment/Institutional Effectiveness**

##### **a. Middle States**

- ☐ Mr. Zbock reported;
    - o Assessment Reports are due and he will be sending out reminder notices
    - o ACT Student Opinion Workshop for SUNY – BCC will have the opportunity to customize up to 18 questions.
    - o He will be meeting with Mary Woestman and Andrew Haggarty regarding SLAC
- Executive Council Minutes Page 3 June 5, 2012

#### **6. Approval of Core Values, Mission Statement, Vision Statement & Strategic Initiatives**

- ☐ Approved
- ☐ Discussion was held concerning adding core values on BCC business cards with a white background and lapel pins with the logo on them

**The Next Executive Council meeting will be held Friday, June 15, 2012 in the  
Wales 107 Conference Room at 9:30 a.m.**

## **Appendix E- Excerpt from Board of Trustees Meeting Minutes- June 21, 2012**

### **BROOME COMMUNITY COLLEGE BOARD OF TRUSTEES June 21, 2012 Official MINUTES**

**TRUSTEES PRESENT** Timothy Grippen, Willie Murray, James Orband, Margaret Coffey, Nicholas Serafini, Angelo Mastrangelo

**TRUSTEES ABSENT:** Marc Newman, Joyce Majewski, George Akel

**ALSO PRESENT:** Dr. Kevin E. Drumm, Francis Battisti, Regina Losinger, Debbie Morello, Rich David, Elizabeth A. Wood, Ellen Alexander, Patricia O'Day

#### **4.0 INFORMATION ITEMS**

##### **4.1 Presentation by Dr. Francis Battisti and Jason Zbock on BCC Strategic Plan Elements: Core Values, Mission Statement, Vision Statement, and Strategic Initiatives**

Dr. Battisti and Mr. Zbock presented the process and development of the Broome Community College Strategic Plan Elements: Core Values, Mission Statement, Vision Statement, and Strategic Initiatives to the Board for consideration of approval at the July Board of Trustees meeting.

Dr. Drumm stated that he spoke with Bob Behnke to be sure that the College's Mission Statement falls within State Statutes and SUNY regulations regarding community college missions.

Dr. Drumm asked the Board members to review the Strategic Plan Elements and notify him if they would like to make a change in any area before the vote to approve them in July.

Mr. Zbock reminded the Board members to complete the self-assessment survey before the July 20, 2012 Board Retreat.

Trustee Mastrangelo commented that he was impressed by the cooperation from the people who worked on the committee and the effort put forth and for the leadership of Dr. Battisti and Mr. Zbock, they did an outstanding job.



## Appendix F- Except from Board of Trustees Meeting Minutes- July 19, 2012

### **BROOME COMMUNITY COLLEGE BOARD OF TRUSTEES**

**July 19, 2012  
(Unofficial until Approved by the Board)  
MINUTES**

**TRUSTEES PRESENT** Timothy Grippen, Willie Murray, James Orband, Margaret Coffey, Nicholas Serafini, Angelo Mastrangelo, Marc Newman, Joyce Majewski, George Akel

**TRUSTEES ABSENT:** None

**ALSO PRESENT:** Dr. Kevin E. Drumm, Francis Battisti, Debbie Morello, Rich David, Elizabeth A. Wood, Robert Behnke, Patricia O'Day

#### **3.2 Recommend Approval of Resolution Approving the Broome Community College Strategic Plan Elements: Core Values, Mission Statement, Vision Statement, and Strategic Initiatives**

The campus community and community participation was sought to collectively develop new Strategic Plan Elements for Broome Community College. Each Strategic Plan Element has been reviewed and approved by members of the Strategic Visioning Committee, College Assembly and Executive Council. The President has also reviewed the Strategic Plan Elements which include: Core Values, Mission Statement, Vision Statement, and Strategic Initiatives and recommends approval of by the Board of Trustees. It was recommended that the Board of Trustees approves the Broome Community College Strategic Plan Elements: Core Values, Mission Statement, Vision Statement, and Strategic Initiatives.

Trustee Mastrangelo made a motion to approve Action Item 3.2, Trustee Coffey seconded the motion and it was unanimously approved.

## Appendix G- Strategic Visioning Process Calendar for Spring 2012/Summer 2012

Plan	Jan	Feb	Mar	Apr	May	June through September
Event/task/action	Email to Strategic Visioning Calendar (SVC) committee for spring 2012 update and timeline Provide Executive Council an update on timeline and process on Tuesday, January 10, 2012 Update and timeline emailed to campus community on Tuesday, January 17, 2012 Provide College Assembly update on timeline and process on Monday, January 23, 2012, Wales 203B, from 3pm to 4pm	SVC meeting Friday, February 10, 2012 from 1pm to 3pm in Events Room at BCC Ice Center Campus SWOT session Wednesday, February 15, 2012, 2pm to 5pm, in Decker 201/Klee Center Campus SWOT session Friday, February 17, 2012, 1pm to 4pm, in Decker 201/Klee Center	Community Forum meetings, Thursday, March 15, 2012 from 2pm to 5pm, in Decker 201/Klee Center, and from 6pm to 8pm, in Student Center Cafeteria Strategic Visioning Committee (SVC) meeting Friday, March 16, 2012 from 1pm to 3pm in Events Room at BCC Ice Center	Strategic Visioning Committee (SVC) meeting Friday, April 27, 2012 from 1pm to 3pm in Events Room at BCC Ice Center	College Assembly meeting to vote to endorse the core values, mission statement, vision statement, and strategic initiatives. The meeting is on Wednesday, May 9, 2012, Wales 203B, 8am to 9am Executive Council votes to approve core values, mission statement, vision statement, and strategic strategies at the Tuesday, May 15, 2012 meeting.	Board of Trustees meeting on Thursday, June 21, 2012, 5pm, in the Libous room, to vote to approve the core values, mission statement, vision statement, and strategic initiatives Summer 2012/Fall 2012 Units align goals with Strategic Initiatives Executive Council Retreat to discuss key performance indicators to measure strategic initiatives and unit assessment data collected.
<b>Participants in Strategic Visioning Process</b>						
Strategic Visioning Committee (SVC) responsibility and/or Deliverable/Action	Finalize mission and vision statement	Draft initial strategic initiatives based on campus SWOT sessions and Community Forum meetings	Finalize strategic initiatives			
Faculty, staff, students, and or community member responsibility and/or Deliverable/Action	Participate in campus SWOT sessions	Participate in community forums	Units align goals with strategic initiatives to begin the annual unit assessment process for fall 2012/spring 2013.			
Dr. Francis Battisti and Jason Zbock responsibility and/or Deliverable/Action	Share timeline and spring 2012 update	Facilitate planned events	Facilitate planned events	Facilitate planned events	Present Strategic Plan	Present Strategic Plan

## **Strategic Visioning Summary of Spring 2012 SWOT Sessions**



### **Campus SWOT sessions**

**Friday, February 10, 1:00 pm to 3:00 pm, Decker 201/Klee Center**

Total attendees were 15

**Friday, February 17, 1:00 pm to 3:00 pm, Decker 201/Klee Center**

Total attendees were 12

### **SWOT questionnaire**

Number of responses was 38

**Wednesday, March 14, 10:00 am to 11:00 am Student Assembly**

Total attendees were 15

### **Community Forums**

**Thursday, March 15, 2012 from 2:00pm to 5:00pm, Decker 201/Klee Center**

**Thursday, March 15, 2012 from 6:00pm to 8:00pm, Student Center Cafeteria**

Total attendees were 34

### **Strategic Visioning Committee minutes from March 16th**

Total attendees 15



## Broome Community College STRATEGIC PLAN 2012 - 2013

### Mission Statement

Broome Community College provides a quality educational experience to a diverse population, offering all the opportunity to identify their potential and to realize life goals.

### Vision Statement

Broome Community College will be widely recognized as a preeminent institution of higher education where hope, passion, and opportunity are fully realized.

### Strategic Initiatives

#### 1. Enrich the learning and teaching landscape at BCC.

To achieve this, goals will be established to enhance student learning and development, academic achievement, innovative educational delivery, and student preparedness for success in a dynamic world.

#### 2. Engage the campus, local, regional, and world community in meaningful partnerships which foster innovation and excellence.

To achieve this, goals will be established to strengthen collaborations, which deepen the student learning experience and broaden the BCC community through credible, effective partnerships.

#### 3. Seek and refine proactive academic endeavors and student services which assist students in accomplishing their life goals.

To achieve this, goals will be established to provide the framework for students by means of:

- open access.
- successful transfer.
- certification.
- licensure.
- career development and job placement.
- training.
- personal enrichment.

#### 4. Sustain and invest in BCC as a learning community.

To achieve this, goals will be established to enhance organizational norms of a civil, authentic, and transparent culture. Additionally to enrich the organizational talent, opportunities will be offered to enhance faculty, staff, and administrators.

#### 5. Enhance and sustain the infrastructure and environment for a dynamic living-learning community.

To achieve this, goals will be established to enhance the living-learning environment regarding the campus community's needs.

#### 6. Foster an integrated approach which creates a foundation for student empowerment in critical thinking, problem-solving, civic engagement, and self-efficacy.

To achieve this, goals will be established to support a student-centered culture, encouraging the pursuit of knowledge and well-being.

#### 7. Ensure a sustainable organization with a high level of excellence.

To achieve this, goals will be established to strengthen the financial health of BCC and foster a collective commitment of planning, assessment, and prioritization.

## Appendix J- College Assembly Meeting Minutes- February 8, 2012

### **College Assembly Minutes of Meeting February 8, 2012 Wales 203B • 8-9 a.m.**

Members Present: Lily Montanye, Renee Kovac, David Michalak, Julie Lakin, Meghan McGuinness (alternate for Judy Samsel), Rey Wojdat, Tracy Curtis, Judy Dzuba, Andrea Wade, Margherita Rossi, John Petkash, Deb Hibbard, Loreta Paniccia, Rachael Hagerman, Judy Giblin, Dr. Kevin Drumm, Jason Zbock, Julie Peacock, Debbie Morello, Dominick DeMichele, Michelle Perricone

Members Excused: Regina Losinger

Members Absent: Fred Loveland, Jenae Norris, Jesse Wells

- Call to order: 8:02 a.m., Chair Wade presiding
- Alternate sitting in for Judy Samsel was approved, a quorum was established, the meeting agenda was approved, and the minutes from the January 23, 2012 meeting were approved.

Correspondence

- None

CA Chair Report

- CA Chair Wade announced that preparations for SG elections are underway, and that the CA Bylaws Subcommittee is working to get a draft of the CA bylaws together to present to the CA membership.

President, COI, CAI, SA Reports

- Dr. Drumm reports that he spent Monday at SUNY Day in Albany. Jenae Norris and Debbie Morello staffed a table with a display that stood out from others and received positive responses. The Senate Minority Leader spoke and Senator LeVale (majority leader) mentioned community colleges. The State Senate is talking to the State Assembly, and Dr. Drumm is encouraged that his advocacy effort on behalf of the College was the best in the three budgets sessions in which he has participated since coming to the College. The College is looking for our new academic VP. Deadline for applications is the middle of this month. We need to develop a strategy for how to address the third Dean/Associate VP role.
- COI Chair Petkash reports that COI discussed the Calendar Committee, Strategic Visioning, the Employee Satisfaction Survey, the Town Hall Meeting, Chancellor's Awards, and snow closure goals at the last COI meeting. He also reports that another phase of the College's new recycling program begins soon.
- CAI Chair Rossi said that CAI will soon wrap up their bylaws, and that they added a "Staff Associate" position to the membership in their bylaws. They are also reorganizing student services representation in the bylaws. CAI addressed questions about the Employee Satisfaction

Survey. They will work on winter session and the academic calendar. CAI voted to endorse the Resolution Supporting “A Rational State Aid and Tuition Plan” for Community Colleges.

- SA Member Lily Montanye reports that Student Assembly discussed the “no snow closure” idea and that there was a great deal of concern about the concept from students. Students are very concerned about safety and childcare issues if the college is open when their children’s schools are closed. She will solicit three student volunteers for the academic calendar committee. Student Assembly is working on an SA float for the St. Patrick’s Day parade. They are also planning, if funds allow, to send student representatives to the “SUNY Day of Advocacy” in Albany to advocate for the College.

#### Reports of Committees

- Constitution and Bylaws: College Assembly will make sure a copy of the last draft of bylaws from the CA bylaws subcommittee gets to all CA members to review and work with before changes are approved. The hope is that we can agree to vote on some things, and then spend time on things we need to talk through before a final vote. The bylaws subcommittee would like to make non-context changes (ie. spelling, formatting, etc.)

Rey Wojdat moved that we informally discuss non-substantive CA bylaws changes at the next CA meeting. Dave Michalak seconded. Motion passed with 14 in favor, none opposed, and no abstentions.

#### Old Business

- Employee Satisfaction Survey: Margherita Rossi moved to approve the use of the survey. Deb Hibbard seconded. Discussion included questions about how people fill out the survey if they work in two areas at the College and have two different positions, or if questions don’t apply to them or their areas. Jason Zbock said the spaces for answers on the survey can be left blank for non-applicable questions, and that someone who works two positions does not have to fill out two separate surveys. He also said we can customize, for no extra cost, 10 questions for issues specific to BCC that are not addressed on the survey. He can provide an introduction prior to administering the survey to clarify some of the issues discussed today. Deadline for campus input on the 10 customized questions is the end of this semester.

Results of survey will be brought to a subcommittee of College Assembly and will be posted on MyCollege. The subcommittee will provide highlights and recommendations to Executive Council and other groups. Outcomes will also be shared with the Board of Trustees per Dr. Drumm. The survey will help highlight areas that need continuous improvement. 13 members voted to endorse the use of the survey, none opposed, and there were no abstentions.

- Calendar Committee: Julie Lakin, Rachael Hagerman, Kennie Leet, Brian Loy, and Marty Guzzi have volunteered to work on the Calendar Committee. Students Nick McKiernan, Elaine Papastrat and Elisabeth Jeffries have also volunteered. John Petkash volunteered to be the second committee member from College Assembly. Julie Lakin will contact Michelle Perricone to convene first calendar committee meeting. Michelle will not chair or be a member of that committee.

Chairs and Deans are looking at a recommendation to consider a 3-week winter term.

- Zero Snow Closure? Goal: College Assembly will request campus input about guidelines for snow closure goals. We might need an ad hoc committee to collect stakeholder issues and opinions. We will keep this issue on the agenda. There was discussion about how faculty who are not able to make it in due to snow will communicate with their students that their classes have been cancelled. Angel and other possible methods of communication were discussed. CAI, COI, and SA will take it to their groups for further discussion. The point was made that the College's first priority is safety for everyone, and that "no snow closure is a goal, not a policy." The College is looking to the SG bodies to recommend possible guidelines.

New Business

- FCCC Resolution Supporting "A Rational State Aid and Tuition Plan": Lily Montanye moved to endorse the proposal. Judy Dzuba seconded. There was no discussion. 13 voted in favor, none opposed, none abstained. Motion passed.

- Town Hall Meeting: A Town Hall meeting will be held March 8, 2012, in two sessions (11-11:50 a.m. and 12 -12:50 p.m.) in the Little Theater. Chair Wade asked if we wanted to suggest topics for the meeting this time (ie. zero snow closure goal, updates to the constitution, etc.) Francis Battisti and Jeff Van Syckle will be asked to moderate again. No other suggestions for moderators will brought forward. Rey suggested that one topic could be the idea of assembling a panel of representatives from the College to go out and educate the community about our value to the Community. The panel members would go to various town board and other community meetings. Dr. Drumm and Debbie Morello strongly support this idea and believe this type of outreach effort could have a powerful impact in reminding the community of how essential the college is, and that we and BU are "anchors of the community." Debbie talked about BCC's involvement in the upcoming SUNY Showcase to be held in the Mandela Room at BU on March 14, 11 a.m. - 1:30 p.m. This is an opportunity for BCC to have a face in the community.

- Elections: An ad hoc election committee will soon be formed. It will be comprised of the four SG secretaries, former Task Force member Lisa Strahley, and Lily will find one student volunteer to serve as well.

Meeting adjourned at 8:59 a.m.

The next meeting is Monday, February 20, 3-4 p.m. in Wales 203B.

Respectfully submitted,

Michelle Perricone  
College Assembly Secretary



## Appendix K- Timeline for Administering the College Employee Satisfaction Survey (CESS)

To: Faculty, Staff, and Administrators  
From: Jason Zbock, Institutional Effectiveness Officer

The College Assembly has recently endorsed the use of the Noel Levitz College Employee Satisfaction Survey (CESS). Therefore, I am forwarding the timeline for administering this survey, sharing of the results, and use of the results. The survey is web-based. All feedback will be anonymous and confidential. All summarized data and raw data will be available within MyCollege on the Institutional Effectiveness Webpage. I have attached the IEAC recommendation for the proposed triennial assessment cycle and the sample assessment instrument.

### Timeline to Administer the College Employee Satisfaction Survey

- 1) Campus announcement of timeline *February 17, 2012*
- 2) The web-based survey link will be emailed to the campus on Monday, April 16, 2012.
- 3) The link will be available to faculty, staff, and administrators between, Monday, April 16, 2012 to Friday, Monday, April 30, 2012.
- 4) Receive the summarized and raw data from Noel Levitz. *Summer 2012*
- 5) Share the results with the campus. *Fall 2012*
- 6) A College Assembly sub-committee reviews the data and brings recommendations forward to the College Assembly.
- 7) The College Assembly makes recommendations to Executive Council.

I will be sending several more reminders and additional directions as we move closer to the survey rollout.

If you have any questions please let me know.

Thank you for your attention to this information.

Jason Zbock



## Appendix L- Highlights of the College Employee Satisfaction Survey (CESS) Results, Spring 2012

### Highlights of the College Employee Satisfaction Survey (CESS) Results, Spring 2012

Report created by Jason Zbock, Institutional Effectiveness Officer, July 2012

Based on the CESS results for all demographics:

#### **The five items to focus on for improvement based on the largest difference between importance and satisfaction under Section 1: Campus Culture and Policies are**

1. This institutional plans carefully (importance of 4.48, satisfaction of 2.46, and gap of 2.02),
2. There is good communication between faculty and administration at this institution (importance of 4.42, satisfaction of 2.48, and gap of 2.00),
3. the spirit of teamwork and cooperation at this institution (importance of 4.55, and satisfaction of 2.55, and gap of 2.00),
4. this institution makes sufficient staff resources, available to achieve important objectives (importance of 4.42, satisfaction of 2.45, and gap of 1.98), and
5. there are effective lines of communication between lines of communication between departments (importance of 4.38, satisfaction of 2.40, and gap of 1.98).

#### **Strengths of satisfaction include:**

1. Faculty take pride in their work 3.72 and Staff take pride in their work 3.64

#### **The items under Section 2: Institutional Goals that stand out are:**

1. The highest mean to rate which institutional goals are the most important was improving employee morale, 4.73, standard deviation 0.52.
2. Top institutional goal a first priority was to retain more of its current students to graduation, 33.7% of response. (Section 2)

3. Top institutional goal totals by voting first priority, second priority, and third priority include retaining students, improve employee morale, and increase enrollment of new students.

The items under Section 3: Involvement in planning and decision-making that stand out are:

1. The results show that faculty and staff perceive themselves as not being involved enough in planning and decision making.

**The items under Section 4: Work environment that stood out are:**

1. Work environment improvement. The area to focus on was providing the department or work unit with the staff necessary to do it job well. (importance of 4.58, satisfaction of 2.48, and gap of 2.10)

**Strengths of satisfaction are:**

1. I feel safe on campus (4.05) and I am proud to work at this institution (3.87).

The following was the scale used for rating the importance of a particular item.

not important at all = 1, not very important = 2, somewhat important = 3, important = 4, very important = 5

The following was the scale used for rating the satisfaction of a particular item.

not satisfied at all = 1, not very satisfied = 2, somewhat satisfied = 3 satisfied = 4, very satisfied = 5

## Appendix M- Recommendations of the College Assembly ad hoc Committee for Constitution and By Laws Recommendations, March 27, 2012

### College Assembly Ad Hoc Committee for Constitution and By-laws Recommendations, March 27, 2012

#### Recommendations

##### 1. Recommendation One:

Original language of College Assembly Constitution, Article V, number 4, page 4:

The Chairperson of the College Assembly will be afforded full-release time in order to carry out his/her responsibilities.

Change One:

**The Chairperson of the College Assembly will be afforded a three-credit hour course release time or equivalent monetary stipend based on his or her position at BCC.**

##### 2. Recommendation Two:

Original language: none

Addition to College Assembly By-laws, Article VI, page 5:

###### a. Change Two:

**Article VI. College Assembly Information Sharing with Governance Bodies and Campus Community.**

###### b. Addition to College Assembly By-laws, Article VI, page 5, number 5:

**Each committee listed on the shared governance webpage will produce an end of the year report.**

**Each report should include:**

- **Title of committee:**
- **Committee membership including officer designation:**
- **Bulleted list of top three academic year committee accomplishments:**
- **Bulleted list of top two rollover activities for the next academic year**
- **This report should be sent electronically to the College Assembly Secretary and published on the Shared Governance webpage.**



# **Campus Governance Constitution and Bylaws**

*(Draft) JUNE 5, 2012*

Broome Community College does not discriminate on the basis of race, sex, color, creed, religion, age, national origin, disability, marital status, sexual orientation, or status as a disabled veteran or veteran of the Vietnam era in the recruitment or education of students; the recruitment and employment of faculty and staff; or the operation of any of its programs or activities. Where relevant, state and federal laws apply.

## Table of Contents

<b>College Assembly Constitution Preamble .....</b>	<b>1</b>
Article I: Name .....	1
Article II: Mission and Purpose of the College Assembly .....	1
Article III: Functions of the College Assembly.....	2
Article IV: Composition of the College Assembly.....	2
Article V: Officers of the College Assembly .....	3
Article VI: College Assembly Structure.....	4
Article VII: College Assembly Meetings .....	4
Article VIII: Amendments to the Constitution .....	4
<b>College Assembly Bylaws.....</b>	<b>5</b>
Article I: Articulation with the Campus Community .....	5
Article II: Terms of Membership .....	5
Article III: Membership.....	6
Article IV: Procedures for Positions.....	7
Article V: College Assembly Conduct of Business.....	8
Article VI: College Assembly Information Sharing with Governance Bodies and Campus Community .....	9
Article VII: College Assembly Voting Procedures and Privileges.....	10
Article VIII: Amendments to the Bylaws.....	10
<b>Council for Academic Issues Bylaws Preamble .....</b>	<b>11</b>
Article I: Name .....	11
Article II: Purpose and Responsibility .....	11
Article III: Membership.....	11
Article IV: Procedure for Positions .....	12
Article V: Terms of Membership .....	13
Article VI: Elections.....	14
Article VII: Officers .....	14
Article VIII: Conduct of Business .....	15
Article IX: Voting Procedures and Privileges .....	15
Article X: Information Sharing with Other Governing Bodies .....	16
Article XI: Committees .....	17
Article XII: Standing Committees.....	17
A. Academic Advising Committee.....	17
B. Academic Grievance Committee.....	18
C. Distance Learning Committee .....	18
D. Professional Development Committee .....	19
E. Retention Committee.....	20
F. Student Learning Assessment Committee .....	20
G. SUNY Awards Committee .....	21
H. Writing Initiatives Network Committee (WINC).....	22
Article XIII: Amendments to the CAI Bylaws .....	22
Appendix I: Policy Guidelines for Standing Committees .....	23

<b>Council for Operational Issues Bylaws Purpose and Responsibility .....</b>	<b>24</b>
Article I: Parliamentary Procedures .....	24
Article II: Membership .....	25
Article III: Officers .....	25
Article IV: Sub-committees and Standing Committees .....	26
Article V: Schedule of Meetings and Campus Participation .....	26
Article VI: Amendments, Resolutions and Recommendations .....	26

# **COLLEGE ASSEMBLY (CA)**

## **BROOME COMMUNITY COLLEGE**

### **CONSTITUTION**

#### **Preamble**

The College Assembly of Broome Community College (BCC) is based on the core values of shared governance. Shared governance reflects a general commitment on the part of faculty, staff, students, and the administration to work together to strengthen and enhance the College. Shared governance also reflects and enhances mutual respect and trust in the College community for the contributions that all of its members bring to the work of Broome Community College. Indeed, the variety and complexity of tasks involved in shared governance produce a compelling interdependence among the Board of Trustees, the administration, faculty, staff, and students. Moreover, their relationship necessitates ongoing communication, as well as full opportunity for appropriate joint planning, evaluation, and decision-making.

The core values of shared governance, as supported by every item of the College Assembly Constitution, are:

- Informed and inclusive decision-making;
- Transparency and clarity of operations and decision-making;
- Open lines of communication between and among all components and members of the BCC community;
- Accountability; and
- Mutual respect and trust.

Guided by these core values of shared governance, BCC's College Assembly is a collegial, consultative body composed of representatives from all campus constituencies that will review and advise on the creation, revision, or discontinuation of policy and is not, in and of its self, a decision-making body. Its role is to recommend and provide advisory input to the President on decisions related to policy and other issues that affect the institution as a whole. It is the principal and highest deliberative body in the College's shared governance structure.

Decision-making authority should be, wherever possible, delegated to those areas/persons most affected and with the most specialized expertise within the governing bodies representing various components (Council for Academic Issues, Council for Operational Issues, and the Student Assembly) as well as within their various Standing Committees, administrative units, departments, divisions, and collective bargaining units. However, where there are issues that affect the entire College, or issues that clearly affect more than one organizational area of the College, or more than one constituent group, the College Assembly shall have the responsibility and authority to review, revise, initiate, and recommend.

The College Assembly shall act in a manner consistent with the policies, statutory requirements,

and/or responsibilities of the State University of New York, Broome Community College Board of Trustees, and the Broome Community College Administration, notably the President.

## **Article I. Name**

The official name of the body shall be the College Assembly of Broome Community College. In other parts of this document, hereafter, referred to as College Assembly.

## **Article II. Mission and Purpose of the College Assembly**

1. The **mission** of the College Assembly shall be to:
  - represent and promote a broad range of perspectives, input, and influence on governance issues;
  - facilitate timely, factual, and systematic two-way communication and information dissemination between constituents and the President relative to decisions related to BCC policy and matters important to the development of the College;
  - support a more transparent and inclusive decision-making process with clear accountability for the recommendations made and decisions produced.
2. The **purpose** of the College Assembly shall be to:
  - oversee, manage, and review the shared governance process;
  - assist in ensuring that College-wide policy-making and policy implementation is consistent with BCC's mission, vision, and Strategic Directions.
  - serve as a forum where such issues of College-wide importance can be sent for review, examination, formulation, discussion and resolution in a collegial fashion;
  - serve as the shared governance liaison to the Administration;
  - communicate deliberations and recommendations to the President and the College community and serve as a notification mechanism regarding flow through issues not requiring direct action;

## **Article III. Functions of the College Assembly**

The core functions of the College Assembly shall include, but are not limited to:

- guarantee and/or establish effective and ongoing communication and collaboration between and among shared governance bodies;
- review (and possibly initiate), as well as periodically evaluate continued development of the mission and vision of the College;
- review (and possibly initiate), as well as periodically evaluate policies, programs, and initiatives that concern more than one unit or area of the College;
- provide review and recommendations on major policy changes;



- channel requests for actions, policy changes, proposals, and initiatives in an expedient fashion to the appropriate governing bodies or administration and to direct timelines for responses;
- allow for, and conduct, campus forums at least once per semester to air and discuss issues that are important to the College community and determine the suitability of addressing them through the shared governance process;
- review recommendations for the creation of new committees to determine their role and effect within the shared governance system;
- establish standing and/or ad-hoc committees as may be necessary to fulfill the College mission and facilitate shared governance;
- establish standing and/or ad-hoc committees as may be necessary for the discharge of the College Assembly's own responsibilities; to define the membership, jurisdiction, and authority of such committees within the guidelines of the College Assembly mission; to resolve disputes between committees thus established; and to act on the reports submitted by such committees.

## **Article IV. Composition of the College Assembly**

The College Assembly shall consist of 19 voting members, 5 non-voting members, a Parliamentarian, and a Secretary/Support Staff member.

### **Voting Member per Bylaws**

- A. Chairperson of the College Assembly (elected from among the voting members)
- B. Chair Elect of the College Assembly (elected from among the voting members)

### **Non-Voting Members**

- B. College President
- C. Vice President for Academic Affairs
- D. Vice President for Administrative and Financial Affairs
- E. Vice President for Student and Community Engagement

### **Voting Members**

- F. Chair of the Council for Academic Issues
- G. Chair of the Council for Operational Issues
- H. (1) Classified Service Staff
- I. (4) Full-time Faculty
- J. (2) Full-time Non-Instructional Faculty
- K. (1) Student
- L. (3) Collective Bargaining Unit Presidents (Faculty Association, ESPA, Guild)
- M. (1) Director/Assistant Director
- N. (1) Department Chairperson

- O.(1) Dean
- P. (1) Adjunct Faculty
- Q.(1) Staff Assistant/Staff Associate
- R. (1) At-Large

**Non-Voting, Appointed by the Chairperson**

- R.(1) Parliamentarian

**Nonmember**

- S. (1) Secretary/Support Staff

## **Article V. Officers of the College Assembly**

The College Assembly shall have the officer of Chairperson and Chair-elect with an additional Secretary/Support Staff.

1. The functions of the Chairperson are to:

- present proposals to the College Assembly for consideration – either at the request of the College Presidents, one of the Councils, or the Student Assembly.
- refer College Assembly business to the appropriate Council or Standing Committee or ad hoc Committee.
- prepare the agenda for each College Assembly meeting.
- preside at College Assembly meetings and provide for continuity in the flow of business.
- provide, as needed, leadership and ongoing communication and cooperation between all components of the shared governance system during the times between regularly scheduled College Assembly meetings.
- act as the College Assembly liaison with campus and community persons and/or groups.
- serve as alternate delegate to the Faculty Council of Community Colleges (FCCC).
- meet regularly with the College President, as requested by either party, to address campus issues of concern.  
As necessary, the Chairperson may designate an Assembly member to meet with the College President.
- act as representative to Executive Council and the President's Cabinet as requested by the College President.  
As necessary, the Chairperson may delegate an Assembly member to attend.
- attend the BCC Board of Trustees monthly meetings.

The term of office shall be for a period of one year, following a year as Chair Elect.

2. The Chair Elect shall assist the Chairperson in supervising and controlling all of the business and affairs of the Assembly and shall, in the Chairperson's absence, be responsible for all of the duties of the Chairperson. The term of office shall be for a period of one year. On \_\_\_\_\_, the Chair Elect shall automatically succeed the Chair upon expiration of the one-year term of the Chair. Election to the office of Chair Elect shall be made from among the voting membership of the Assembly.
3. The functions of the Secretary/Support Staff are to assist the Chairperson in organizing the workload of the College Assembly and, specifically, to:
  - Schedule College Assembly meetings.
  - Record, distribute, and communicate minutes of the College Assembly in a timely fashion.
  - Monitor and record attendance at College Assembly meetings and at Council/Standing Committee meetings  
(via meeting minutes from Council/ Standing Committee chairpersons).
  - Organize correspondence to and from the College Assembly.
  - Assist the Chairperson in coordination of the activities of the Councils/Standing Committees.
4. Per fall and spring semester, the Chairperson of the College Assembly will anticipate at least a 3-hour course release time or equivalent based on his or her position at BCC.

## **Article VI. College Assembly Structure**

In order to facilitate its own work or the work of the BCC shared governance structure-at-large, the College Assembly is empowered to create its own Standing or ad hoc Committees to deal with new or ongoing matters.

## **Article VII. Meetings**

1. The College Assembly year begins September 1 and ends on August 31 of the following year. Meetings of the College Assembly shall be held two times per month during the academic year and, at the College Assembly Chair's discretion, one time per month during the summer months.
2. The Chairperson can call additional meetings or cancel scheduled meetings after sufficient notice has been sent to all the members.
3. Special meetings may be called at any time by the Chairperson of the College Assembly or within five working days of receipt of a written petition to the Chairperson signed either (1) by at least nine College Assembly members, or (2) by at least 25 members of the campus community, provided that the issues for which the meeting is requested fall under the purview of the College Assembly as outlined in the College Assembly Constitution.

## **Article VIII. Amendments to the Constitution**

1. Any member of the College Assembly may propose amendments to the Constitution at any regular meeting.
2. The proposed amendment will be filed with the Secretary of the College Assembly, who will publish the proposed amendment and the date of its presentation in the minutes of the meeting.
3. Discussion of the amendments must be at a regularly scheduled or special meeting of the College Assembly.
4. Adoption of amendments to the Constitution shall require an affirmative vote by two-thirds of the College Assembly members casting or returning ballots, provided that a quorum is present.
5. There must be sufficient time intervening (at least 30 days) between introductions of such proposal and a vote on its adoption.

# **COLLEGE ASSEMBLY (CA)**

## **BROOME COMMUNITY COLLEGE**

### **BYLAWS**

#### **Article I. Articulation with the Campus Community**

In order for shared governance at Broome Community College to be successful, it is essential that all constituencies work closely with one another. Whenever the College Assembly is considering an item, it shall seriously deliberate on whether input from other administrative or academic areas or governing bodies would be necessary in order to fulfill shared governance principles, and/or beneficial to the full review and resolution of the item at hand. In all cases where such input is deemed necessary or beneficial, the College Assembly will make an immediate formal request to the areas/bodies in question for formal review and recommendations.

To facilitate its charge and responsibility, the College Assembly will assure that it

- captures the voice of stakeholders in formal and informal ways;
- adheres to shared governance principles and protocols;
- determines and executes the most credible and valid type of review (expedited, full, or extended) based on the complexity of the issue, urgency for a decision/resolution, and the availability of constituency groups during the summer months or periods when the College is closed;
- avoids being overly bureaucratic or time consuming and functions efficiently, effectively, and in a timely manner;
- prioritizes and establishes a timeline for conduct and completion of work progress; and
- promotes information sharing, tracking, and reporting mechanisms to communicate its activity, as well as those of the Council for Academic Issues, Council for Operational Issues, and the Student Assembly, to ensure the integrity of its process.

Areas of concern of the College Assembly are issues that affect the entire institution, or issues that clearly affect more than one area of the College, or more than one constituent group. In cases where areas of authority or responsibility are not clear, the College Assembly shall have the power of review, i.e. review to determine if the issue falls under its jurisdiction. If a 2/3 majority of the College Assembly so decides, after due deliberation of the issues at hand, it will provide written and public justification why the matter, properly, is a campus-wide issue for action by the College Assembly.

#### **Article II. Terms of Membership**

**Eligibility and Terms of Service:**

1. A person from any of the membership constituencies identified in Article IV of Constitution is eligible to serve on the College Assembly.
2. With the exception of the student representative and representatives who serve by virtue of their positions or roles, members of the College Assembly are elected or appointed for three-year terms, with the option of being re-elected/re-appointed once consecutively.
3. Students shall serve one-year terms, and can also be re-elected or re-appointed once.
4. Including the Chairperson Elect of the College Assembly, all open positions shall be filled by the end of the Spring semester. Election/appointments must take place no later than four weeks prior to the end of the Spring semester.
5. All elected and appointed positions on the College Assembly shall be staggered, so that only one-third of the College Assembly appointed and elected members will be replaced and/or renewed in their three-year terms each year. (In order to initially establish the staggered system, one-third of the appointed or elected members on the College Assembly will only serve one year terms, and the other half will serve out their full three year term—this selection will be based on a random drawing of names in advance of the first regularly scheduled College Assembly meeting so that all members will be informed of their term length).
6. For purposes of eligibility, a partial term, to fill out the unexpired term of some other elected or appointed member or for any other reason, shall be counted as a full term.
7. The seat of a College Assembly member shall be deemed vacant when the incumbent resigns from the College Assembly or the College, is no longer a member of the elected/appointed position or category, is not fulfilling membership duties, or is removed from office.
8. Members of the College Assembly shall serve with the expectation of consistent attendance at scheduled meetings. If a member is determined, based on meeting or committee (if relevant) attendance or other College Assembly Activity, not to be fulfilling membership duties, the seat will be considered vacant.
9. With a simple majority vote, the College Assembly shall have the right to dismiss members who miss more than three unexcused meetings of the College Assembly and/or any of its Standing or ad hoc Committees in any given year, and to initiate the appropriate procedures to replace said members in a timely fashion. (Vacancies will be filled per Article III.)
10. An officer of the College Assembly may be removed by a vote of two-thirds of the voting members of the College Assembly. Action on a motion for removal shall take place no sooner or later than the next regular meeting.

## **Article III. College Assembly Membership**

### **Membership**

#### **Representatives from the Administration (Non-voting)**

- President
- Vice President for Academic Affairs
- Vice President for Administration and Finance
- Vice President for Student and Community Engagement

#### **Faculty Representatives (Voting)**

- Faculty shall be represented by four full-time instructional faculty (one from each of the four academic divisions), two non- instructional faculty, and one adjunct faculty.
- All will be elected.
- Full-time faculty shall be defined as having continuing appointment or on a tenure-track and who have been at BCC for at least one year.

#### **Classified Staff Representative (Voting)**

- One elected representative

#### **Student Representative (Voting)**

- One student representative. The election/appointment procedures for said representative shall be determined by the Student Assembly.

#### **Bargaining Unit Representatives (Voting)**

- The presiding Presidents of ESPA, Faculty Association, and the Guild will be appointed.

#### **Director /Assistant Director Representative (Voting)**

- One elected/appointed representative

#### **Staff Assistant/Staff Associate Representative (Voting)**

- One elected/appointed representative

#### **Department Chairperson Representative (Voting)**

- One elected representative

#### **Division Dean Representative (Voting)**

- One elected representative

#### **Council for Academic Issues (Voting)**

- One elected/appointed representative, notably, the Chairperson

**Council for Operational Issues (Voting)**

- One elected/appointed representative, notably, the Chairperson

**Secretary/Support Staff (Non-Voting)**

- Non-member. Assigned to provide organizational and communication support.

**Parliamentarian (Non-Voting)**

- See Article IV. below

**Alternates /Substitutes**

The College Assembly may permit elected or appointed alternates with voting privileges and substitute members with voting privileges, where such privileges are not limited by the constitution and bylaws of the participating Council, Standing Committee, or other group. In general, if a College Assembly member cannot attend a meeting, s/he can nominate a substitute who, if approved by simple College Assembly majority, will have all the rights and privileges of said College Assembly member, though only for one meeting. In a case where the College Assembly member is a representative of either the Operational or Council for Academic Issues or the Student Assembly, the substitute also needs approval of that governing body.

**Article IV. Procedures for Positions****Procedures for Elections or Appointments**

1. The Secretary of the College Assembly shall announce availability of positions via all campus-wide communication mechanisms.
2. Within the guidelines for representatives described above, election and/or appointment procedures of administrators, faculty, classified or professional staff, and student members of the College Assembly shall be set by each of the respective representative bodies.
3. If more than one candidate is nominated from a particular constituency where elections apply, and at the request of said constituency, the College Assembly Secretary/Support Staff may assist with the election process.
4. In cases where there are not enough elected and/or appointed members, the College Assembly shall have the right to determine appropriate procedures to appoint the requisite number of candidates or constituent groups.
5. Eligible voters of the College community will be permitted to vote in all categories for which they are eligible to serve, including for the Member-At-Large. However, an eligible member of the College community must choose which constituency he or she would like to serve when running for office. Rules governing consecutive terms of service will apply across constituencies.
6. Nominations for the College Assembly Chairperson shall be made prior to the last meeting of the Spring semester.



7. Newly elected members shall assume the voting responsibilities of their office at the last meeting of the Spring semester in order to participate in the election of the new Chairperson.
8. The first meeting of the newly formed College Assembly shall be chaired by the previous Chairperson and recorded by the Secretary/Support Staff. The old members will transact remaining business for the year.
9. Chairperson will be elected by the newly formed College Assembly at the end of the meeting by a simple majority of the votes cast and will serve a three year term.

### **Vacancies**

1. Resignation or dismissal from the College Assembly shall be presented in writing to the Chairperson. Vacancies shall be filled by election or appointment from the appropriate constituency to complete the remainder of the term.
2. Vacancies of Chairpersons of College Assembly Standing or ad hoc Committees shall be filled by a simple majority vote of Standing Committee members. When filling vacancies on Standing or ad hoc Committees, Chairpersons shall endeavor to keep proportional representation of campus constituencies (when applicable).
3. Voting for College Assembly officer(s) shall be by a secret ballot of all College Assembly members if there is more than one nominee for a position. If there is only one nominee and there are no additional nominations from the floor, the slate shall be approved by a show of hands.

### **Chairperson**

The Chairperson of the College Assembly shall be

- a (constituency) elected or appointed member of the College Assembly;
- a voting member of the College Assembly; and
- elected by the voting members of the College Assembly.

### **Parliamentarian**

The Chairperson of the College Assembly shall appoint, as Parliamentarian, a person eligible for membership to the College Assembly, but one who is not currently a member. The Parliamentarian:

- will have working knowledge of Democratic Rules of Order (9th edition) so that assistance can be provided to the Chairperson of the College Assembly in conducting meetings.
- may participate in debate, but may not vote.

## **Article V. College Assembly Conduct of Business**

1. The business of the College Assembly shall be conducted in accordance with the provision of its Constitution and Bylaws.
2. All College Assembly meetings are open to members of the campus community.

3. The Chairperson may grant speaking privileges to non-College Assembly members of the BCC community if said persons have either made an official request to the Chairperson to be put on the agenda, or if the Chairperson recognizes a non-College Assembly member for the purpose of advancing the meeting agenda.
4. The College Assembly may, at any time, establish rules limiting the amount of time available for individual presentations at meetings, either by members of the College Assembly or by others permitted to speak before the body.
5. Rules of procedure shall be according to Democratic Rules of Order (9th edition). The Parliamentarian shall rule on procedure.
6. The College Assembly Chairperson or chairpersons shall prepare an agenda for each meeting.
7. The Secretary/ Support Staff will circulate the agenda and, as necessary, related information for major items on the agenda.
8. Minutes shall be prepared following every meeting, approved by the membership, and distributed campus-wide within five academic working days after a College Assembly meeting. Detailed minutes, including supporting documentation/reports, shall be made available to all College Assembly members as soon as the full minutes are approved by simple majority at the next meeting.
9. A quorum is present when a majority of the College Assembly voting members are present.
10. Representatives are expected to attend every meeting. If unable to attend a meeting, the representative shall notify the College Assembly Secretary and send an approved substitute from the same constituency.
11. All reports and requests for action/response by the College Assembly, any of its Standing or ad hoc Committees, or the President, must be addressed in the agenda of the next regularly scheduled meeting.

## **Article VI. College Assembly Information Sharing with Governance Bodies and Campus Community**

Since the College Assembly is the central integrating body of the BCC governance structure, it shall assure that no major decisions or plans of campus-wide significance are put forward without the proper input of all governing bodies, units, or areas that are concerned with the issue(s) at hand.

In order to promote transparency and informed decision-making, the following procedural requirements shall be implemented:

1. The President, each Vice President, Chair of the Council for Academic Issues, Chair of the Council for Operational Issues, and the Student Assembly representative shall each provide the College Assembly with an executive summary prior to each regularly scheduled meeting, containing the following specific information:
  - Accomplishments / progress-report since the last meeting

- Risks that may delay delivery or impact or affect the success of any initiative and that require CA attention
- Present and future plans (as not yet discussed in previous reports)

These reports will become part of the official College Assembly records.

2. The College Assembly determines to which governing body(s), Standing Committee(s), or unit(s)/area(s) requests for action or recommendation or communication shall be channeled. Requests so determined must be endorsed by at least a simple majority of the College Assembly membership.
3. Once the determination in Step 2 is made, the College Assembly Chairperson forwards requests to appropriate governing body(s), Standing Committee(s), or unit(s)/area(s) with
  - all available relevant information and documentation;
  - request for recommendations;
  - timeline to be followed;
  - information about which other governing body(s), Standing Committee(s), unit(s)/area(s) are involved in deliberations; and
  - directions regarding what to report and to whom after recommendations have been arrived at.
4. Recommendations from each of the governing body(s), Standing Committee(s), or unit(s)/area(s) shall be returned to the College Assembly if, and only if, issues
  1. involve more than one governing body and/or unit/area
  2. irreconcilable conflict has arisen within a governing body and/or unit/area.
5. Each committee listed on the Shared Governance webpage will produce an end of the year report.  
Each report should include:
  - Title of committee
  - Committee membership including officer designations
  - Bulleted list of top three academic year committee accomplishments
  - Bulleted list of top two rollover activities for the next academic year

This report should be sent electronically to the College Assembly Secretary and published on the Shared Governance webpage.

In said cases, the College Assembly reserves the right to study all relevant recommendation(s) and to arrive at its own recommendation(s).

6. In those cases in which governing body(s), Standing Committee(s), or unit(s)/area(s) have forwarded their recommendation(s) to the College Assembly, the College Assembly will study,

review, and arrive at its own recommendation(s), which the College Assembly will then forward to the President in an expedient fashion. In cases where a governing body, Standing Committee, or unit/area does not need to forward its recommendations to the College Assembly, the recommendation(s) will directly go to the appropriate administrative officers.

7. Policy and operational recommendations from the College Assembly will be made, in writing, by the Chairperson of the College Assembly directly to the President of the College.
8. The President of the College shall respond, in writing, to the Chairperson of the College Assembly within 14 days unless the matter requires a more timely response (as specified in the original recommendation from the Chairperson or chairpersons of the College Assembly).
9. The President of the College may return a recommendation with suggestions for modification(s) or, when rejecting the recommendation, shall provide rationale.
10. For policy matters, if the President of the College chooses to not accept the recommendation of the College Assembly and to make his/her own recommendation to the BCC Board of Trustees, the President shall also forward the recommendation from the College Assembly to the Board of Trustees.

## **Article VII. College Assembly Voting Procedure and Privileges**

1. All members of the College Assembly, with the exception of the President, Vice-Presidents, Parliamentarian, and Secretary/Support Staff shall have voting privileges. Each member shall have one vote. It is expected that members will inform and poll their constituencies on major issues prior to voting.
2. The Chairperson of the College Assembly shall vote only in cases when a tie vote needs to be broken.
3. A quorum for the College Assembly shall consist of the simple majority of the voting members. Decisions shall generally be made by simple majority. Exceptions that would require a 2/3 majority: (1) changes to the governance structure of BCC; (2) censure, termination, or impeachment of any of the members of the College Assembly; (3) discontinuance of programs/departments, and (4) cases where areas of authority or responsibility are not clear, and where the College Assembly has the power of review.
4. If a situation requires a vote outside of regularly scheduled meetings of the College Assembly, the Chairperson may conduct balloting on an item-by-item basis outside of a meeting with the concurrence of a majority of College Assembly members.
5. Voting shall be by whatever method the Chairperson deems appropriate. He/she shall determine the method based on the issue unless over-ruled by a majority of the members.

## **Article VIII. Amendments to the Bylaws**

1. Any member of the College Assembly may propose amendments to the Bylaws at any regular

meeting.

2. The proposed amendment will be filed with the Secretary of the College Assembly, which will publish the proposed amendment and the date of its presentation in the minutes of the meeting.
3. Discussion of the amendments must be at a regularly scheduled or special meeting of the College Assembly.
4. Adoption of amendments to the Bylaws shall require an affirmative vote by two-thirds of the College Assembly members casting or returning ballots, provided that a quorum is present.
5. There must be sufficient time intervening (at least 30 days) between introductions of such proposal and a vote on its adoption.

# **COUNCIL FOR ACADEMIC ISSUES (CAI)**

## **BROOME COMMUNITY COLLEGE**

### **BYLAWS**

#### **Preamble**

These Bylaws are established in accordance with the principles of organization and rule pertaining to the campus governance bodies of Broome Community College (BCC).

The delegation of authority to the Council for Academic Issues is based on the \_\_\_\_\_ . These Bylaws serve as the instrument of the Council for Academic Issues in the execution of its assigned purpose and responsibility.

The structure and function of the Council for Academic Issues provides for an organized relationship between the constituencies it represents and other BCC governance bodies, the President of the College, other administrative officers, and the College community at large.

#### **Article I. Name**

The official name of the body shall be the Council for Academic Issues. In other parts of this document, hereafter, referred to as CAI.

#### **Article II. Purpose and Responsibility**

The Council for Academic Issues is the body that makes recommendations directly to the College Assembly or the President relative to academic issues, policies, and standards as well as aspects of student life which relate to the educational process. Its scope and sphere of influence will be articulated in its standing/ad hoc committee structure and, as such, will have final recommending responsibilities and influence in the areas of activity central to the interests of the faculty and the academic program(s) of the College. In addition, the CAI will provide a forum for the consideration of other general academic matters of interest to the College community or academic issues affecting the institution.

To facilitate its charge and responsibility, the CAI will assure that it articulates with the campus community consistent with the over-arching guiding principles of Campus Governance. That is, it will

- capture the voice of stakeholders in formal and informal ways;
- adhere to shared governance principals and protocols;
- determine and execute the most credible and valid type of review based on the complexity of the issue, urgency for a decision, and the availability of constituency groups during the summer months or periods when the College is closed;
- avoid being overly bureaucratic or time consuming and function efficiently, effectively, and in a

- timely manner; prioritize and establish timelines for conduct and completion of work/business; and
- promote information sharing, tracking, and reporting mechanisms to communicate its activity, as well as those of the other governance bodies as it relates to CAI business, to ensure the integrity of its process.

## **Article III. Membership**

### **Faculty Representatives (Voting)**

- Shall be represented by ten full-time instructional faculty (four from the Liberal Arts and Human Services division; two from the Business and Public Services division; two from the Science, Technology, Engineering and Mathematics division; and two from the Health Sciences division), and two adjunct faculty.
- All will be elected.
- Full-time faculty shall be defined as having continuing appointment or on a tenure-track and who have been at BCC for at least one year.

### **Classified Staff Representative (Voting)**

- One elected representative

### **Student Representatives (Voting)**

- Two student representatives.  
The election/appointment procedures for said representative shall be determined by the Student Assembly.

### **Staff Associate Representative (Voting)**

- One elected representative

### **Department Chairperson Representatives (Voting)**

- Four elected representatives

### **Division Dean Representatives (Voting)**

- Two elected representatives

### **Student Support Services Representative (Voting)**

- Shall be represented by full time, non-instructional faculty in titles: Librarian, Counselor, Learning Specialist, Learning Disability Specialist, Academic Advisor, and also to include EOP Director, and Job Placement Center Director
- One elected representative

### **Instructional Support Services Representative (Voting)**

- Shall be represented by full time, non-instructional faculty in titles: Instructional Designer, Network Communications Specialist, Programmer Analyst, Systems Analyst, and Technical Assistant.
- One elected representative

**Member At Large (Voting)**

- Shall be selected from any part-time or full-time employee of the College including those not currently covered by other CAI membership categories. This position does not have any requirement of specific rank or position within the College.
- One elected representative

**Representatives from the Administration (Ex-Officio/Non-voting)**

- Vice President for Academic Affairs

**Parliamentarian (Non-Voting)**

- One appointed member

**Article IV. Procedures for Positions****Alternates /Substitutes**

The CAI may permit elected or appointed alternates with voting privileges, and substitute members with voting privileges where such privileges are not limited by the constitution and bylaws of the CAI, Standing Committee, or other group. In general, if a CAI member cannot attend a meeting, s/he can nominate a substitute who, if approved by simple majority, will have all the rights and privileges of said CAI member, although only for one meeting. In a case where the CAI member is a representative of the College Assembly, Council for Operational Issues, or the Student Assembly, the substitute also needs approval of that governing body.

**Vacancies**

1. Resignation or dismissal from the CAI shall be presented in writing to the Chairperson. Vacancies shall be filled by election or appointment from the appropriate constituency to complete the remainder of the term.
2. Vacancies of Chairpersons of CAI Standing or ad hoc Committees shall be filled by a simple majority vote of Standing Committee members.
3. Voting for CAI officer(s) shall be by a secret ballot of all members if there is more than one nominee for a position. If there is only one nominee and there are no additional nominations from the floor, the slate shall be approved by a show of hands.

**Chairperson, Chairperson Elect, and Secretary(s)**

The Chairperson, Chairperson Elect, and Secretary(s) of the CAI shall be:

- a (constituency) elected member;
- a voting member; and
- elected by the voting members.

**Parliamentarian**



The Chairperson of the CAI shall appoint, as Parliamentarian, a person eligible for membership to the CAI, but one who is not currently a member. The Parliamentarian:

- will have working knowledge of Democratic Rules of Order so that assistance can be provided to the Chairperson of the CAI in conducting meetings.
- may participate in debate, but may not vote.

## **Article V. Terms of Membership**

### **Eligibility and Terms of Service:**

1. A person from any of the membership constituencies identified in **Article \_\_\_\_ of the Campus Governance Constitution** is eligible to serve on the CAI.
2. With the exception of the student representative and representatives who serve by virtue of their positions or roles, members of the CAI are elected for three-year terms, with the option of being re-elected once.
3. With the exception of the student representative and representatives who serve by virtue of their positions or roles, after two possible consecutive terms, members shall sit out for at least one term before being eligible for membership again.
4. The Chairperson and Chairperson Elect shall serve one year terms. The Chairperson Elect shall automatically succeed the Chairperson upon the expiration of the one year term of the Chairperson.
5. Students shall serve one-year terms and can also be re-elected or re-appointed once.
6. Including the Chairperson and the Chairperson Elect of the CAI, all open positions shall be filled by the end of the spring semester. Elections must take place no later than four weeks prior to the end of the spring semester.
7. All elected positions on the CAI shall be staggered, so that only one-third of the elected members will be replaced and/or renewed in their three-year terms each year.
8. For purposes of eligibility, a partial term to fill out the unexpired term of some other elected member or for any other reason shall be counted as a full term.
9. The seat of a CAI member shall be deemed vacant when the incumbent resigns from the CAI or the College, is no longer a member of the elected position or category, is not fulfilling membership duties, or is removed from office.
10. Members of the CAI shall serve with the expectation of consistent attendance at scheduled meetings. If a member is determined, based on meeting or committee (if relevant) attendance or other CAI activity, not to be fulfilling membership duties, the seat will be considered vacant.
11. With a simple majority vote, the CAI shall have the right to dismiss members who miss more than three meetings of the CAI and/or any of its Standing or ad hoc Committees in any given year, and to initiate the appropriate procedures to replace said members in a timely fashion. (Vacancies will be filled per Article III.)

12. An officer of the CAI may be removed by a vote of two-thirds of the voting members. Action on a motion for removal shall take place at the next regular meeting.

### **Responsibilities of Members:**

The duties and responsibilities of the CAI members shall be to:

- review and evaluate all relevant resource information, committee reports, recommendations, and resolutions that accompany each agenda prior to meetings.
- as necessary, determine the opinion of their constituents before meetings.
- attend all meetings of the CAI or to arrange for the attendance of an appropriate alternate.
- bring to the CAI matters that concern their constituents.
- engage in deliberation regarding issues that the CAI has been charged with or initiates.
- report fully and regularly to their constituents on the activities of the CAI.

## **Article VI: Elections**

1. The Corresponding Secretary of the CAI shall serve on the ad hoc election committee of the College Assembly and will assist with the election process.
2. Within the guidelines for representatives described above, election and/or identification procedures of administrators, faculty, classified staff, student services staff, and student members of the CAI shall be set by each of the respective representative constituencies.
3. If more than one candidate is nominated from a particular constituency, the CAI Secretary(s) will be responsible for conducting the election process.
4. In cases where there are not enough elected members, the CAI shall have the right to determine appropriate procedures to appoint the requisite number of candidates or constituent groups.
5. Nominations for the CAI Chairperson and Chairperson Elect shall be made prior to the last meeting of the Spring semester.
6. Newly elected members shall assume the voting responsibilities of their office at the last meeting of the Spring semester in order to participate in the election of the new Chairperson and Chairperson Elect.
7. The first meeting of the newly formed CAI shall be chaired by the previous Chairperson and recorded by the Secretary. The old members will transact remaining business for the year.
8. Chairperson and Chairperson Elect will be elected by the newly formed CAI at the end of the meeting by a simple majority of the votes cast and will serve a one year term.

## **Article VII: Officers**

1. The officers of the CAI shall be the Chairperson, a Chairperson Elect, a Recording Secretary, and a

Corresponding Secretary.

2. The Chairperson shall prepare an agenda for, and preside over, each meeting, and provide for continuity in the flow of business.
3. The Chairperson shall maintain a liaison relationship with the Chairpersons of the College Assembly, the Council for Operational Issues, and all CAI Standing or ad hoc Committees as well as act as the CAI liaison with campus persons and or groups.
4. The Chairperson may serve as an ex-officio member of all Standing Committees of the CAI.
5. The Chairperson shall meet with the College President to address issues of academic concern. As necessary, the Chairperson may designate a CAI member to meet with the President.
6. The Chairperson shall attend the Broome Community College Board of Trustees monthly meetings.
7. The Chairperson Elect shall have the authority vested by this article in the absence of the Chairperson.
8. The Chairperson shall serve as alternate delegate to the State University Faculty Council of Community Colleges.
9. The Recording Secretary will take minutes of all meetings and prepare them for distribution.
10. The Corresponding Secretary will circulate the agenda, minutes and, as necessary, related information for major items on the agenda.
11. The Recording and Corresponding Secretary will keep appropriate records pertaining to CAI business, handle official correspondence, and conduct CAI elections.

## **Article VIII. Conduct of Business**

1. The business of the CAI shall be conducted in accordance with the provision of the \_\_\_\_\_ and the CAI By-Laws.
2. The CAI meets as stipulated in the meeting schedule published prior to each academic year.
3. All CAI meetings are open to members of the campus community.
4. The Chairperson may grant speaking privileges to non-CAI members of the BCC campus community if said persons have made either an official request to the Chairperson to be put on the agenda, or if the Chairperson recognizes a non-CAI member for the purpose of advancing the meeting agenda.
5. The CAI may, at any time, establish and modify rules limiting the amount of time available for individual presentations or comments, either by members or by others permitted to speak before the body. In the conduct of regular business, a standing rule of 2 minutes shall apply unless modified by the Chairperson for the purpose of advancing the meeting agenda.
6. Rules of procedure shall be according to Democratic Rules of Order (Ninth Edition). The Parliamentary shall rule on procedure.
7. Minutes shall be prepared by the Recording Secretary following every meeting, approved by the

membership, and distributed campus-wide within five academic working days after a CAI meeting. Detailed minutes, including supporting documentation/reports, shall be made available to all CAI members as soon as the full minutes are approved by simple majority at the next meeting.

8. A quorum is present when a majority of the CAI voting members are present.
9. Representatives are expected to attend every meeting. If unable to attend a meeting, the representative shall notify the CAI Secretary and make every reasonable effort to identify and send an alternate from the same constituency. This will constitute an excused absence.
10. All reports and requests for action/response by the CAI or any of its Standing or ad hoc Committees, or the President, must be addressed in the agenda of the next regularly scheduled meeting.
11. Special meetings may be scheduled by the Chairperson or upon the written request of a simple majority of voting members. Such meetings shall be scheduled within one week of the identified need or written request. An agenda will be circulated and must reach members two days before the scheduled meeting. Quorum rules will apply at special meetings.

## **Article IX. Voting Procedure and Privileges**

1. All members of the CAI, with the exception of the Chairperson, Parliamentarian, and ex-officio members, shall have voting privileges. Each member shall have one vote. It is expected that members will inform and poll their constituencies on major issues prior to voting.
2. The Chairperson of the CAI shall vote only in cases when a tie vote needs to be broken.
3. A quorum for the CAI shall consist of the simple majority of the voting members. Decisions shall generally be made by simple majority. Exceptions that would require a 2/3 majority: (1) changes to the governance structure of BCC; (2) censure, termination, or impeachment of any of the members of the CAI; (3) discontinuance of programs/departments, and (4) cases where areas of authority or responsibility are not clear, and where the CAI has the power of review.
4. If a situation requires a vote outside of regularly scheduled meetings of the CAI, the Chairperson may conduct balloting on an item-by-item basis outside of a meeting with the concurrence of a majority of the members.
5. Voting shall be by whatever method the Chairperson deems appropriate. He/she shall determine the method based on the issue unless over-ruled by a majority of the members.

## **Article X. Information Sharing with Other Governance Bodies**

Since the CAI is the body of the BCC governance structure with responsibilities and influence in the areas of activity central to the interests of the faculty and the academic program(s) of the College, it shall assure that no major decisions or plans of academic significance are put forward without the proper input of all of its standing/ad hoc committees, or units or areas that are concerned with the issue(s) at hand.

In order to promote transparency and informed decision-making, the following procedural requirements shall be implemented:

1. The Chairperson of the Council for Academic Issues shall provide the College Assembly with an executive summary prior to each regularly scheduled Assembly meeting, containing the following specific information:
  - Accomplishments/progress-report since the last meeting
  - Risks that may delay delivery or affect the success of any initiative and that requires the attention of the CAI or the College Assembly.
  - Present and future plans (as not yet discussed in previous reports)
2. The CAI determines to which governing body(s), Standing Committee(s), or unit(s)/area(s) requests for action or recommendation or communication shall be channeled. Requests so determined must be endorsed by at least a simple majority of the membership.
3. Once the determination in Step 2 is made, the CAI Chairperson forwards requests to appropriate governing body(s), Standing Committee(s), or unit(s)/area(s) with
  - all available relevant information and documentation;
  - request for recommendations;
  - timeline to be followed;
  - information about which other governing body(s), Standing Committee(s), unit(s)/area(s) are involved in deliberations; and
  - directions regarding what to report and to whom after recommendations have been arrived at.
4. Recommendations from each of the governing body(s), Standing Committee(s), or unit(s)/area(s) shall be returned to the CAI if, and only if, irreconcilable conflict has arisen within a governing body and/or unit/area.

In said cases, the CAI reserves the right to study all relevant recommendation(s) and to arrive at its own recommendation(s).

5. In those cases in which governing body(s), Standing Committee(s), or unit(s)/area(s) have forwarded their recommendation(s) to the CAI, the Council will study, review, and arrive at its own recommendation(s), which will then be forwarded to the College Assembly or President in an expedient fashion. In cases where a governing body, Standing Committee, or unit/area does not need to forward its recommendations to the CAI, the recommendation(s) will directly go to the appropriate administrative officers.
6. Policy and operational recommendations from the CAI will be made, in writing, by the Chairperson of the CAI directly to the College Assembly or President of the College.
7. The College Assembly or President of the College shall respond, in writing, to the Chairperson of the CAI within 14 days unless the matter requires a more timely response (as specified in the original recommendation from the Chairperson of the CAI).
8. The College Assembly or President of the College may return a recommendation with suggestions for modification(s) or, when rejecting the recommendation, shall provide rationale.
9. For policy matters, if the College Assembly or President of the College chooses to not accept the

recommendation of the CAI and to make its own recommendation to the BCC Board of Trustees, the President shall also forward the recommendation from the CAI to the Board of Trustees.

## **Article XI: Committees**

1. The CAI shall include Standing and ad hoc Committees.
2. Committees shall submit meeting minutes to the CAI as well as written reports of all formal recommendations made or actions taken.
3. CAI Committees are constituted according to the bylaws established by said Standing Committee.
4. All members of the College Community, unless otherwise stipulated under Standing or ad hoc committee bylaws, are eligible for committee membership. All committee members who are on sabbatical leave or leave of absence shall be considered on leave from their committees. Said members will be replaced for the balance of their terms, either by election or appointment as appropriate.
5. Committee members shall serve according to the terms of membership associated with said committee as noted in Article XI: Section 3.
6. Each committee shall elect its own chair and secretary who will serve according to the terms of membership associated with said committee as noted in Article XI: Section 3.
7. The number of CAI Standing Committees may be increased or reduced by a two-thirds vote of the CAI.
8. Ad hoc Committees may be appointed by the CAI Chairperson as needed, to expedite the work of the Council. These committees should not overlap existing duties of other committees.
9. All CAI Committees shall follow the Guidelines which appear in Appendix I of these bylaws.

## **Article XII. Standing Committees**

### **A. Academic Advising Committee**

#### **1. Functions:**

- a. Develop, communicate, and advance a campus-wide mission statement on academic advising.
- b. Establish and promote campus-wide academic advising student learning outcomes and objectives.
- c. Develop, coordinate, and communicate academic advisement plans for current and new students.
- d. Serve as a resource for information regarding best practices in academic advising.
- e. Update and maintain the college's academic advising website.

- f. Develop and facilitate training for new advisors and continuing professional development for experienced advisors.
- g. Formulate strategies and recommendations to enhance the integration of academic advising into the enrollment management process.
- h. Develop and implement an academic advising assessment plan.
- i. Use the assessment results to recommend changes/improvements.
- j. Promote academic advising as a discipline and celebrate successes.
- k. Create an annual report of the Committee and post report.

## **2. Membership:**

The Academic Advising Committee voting membership is representative of faculty and staff responsible for academic advising.

Committee Members:

- One Staff Associate from each of the following areas: BPS, LA, HS, STEM and Continuing Education
- A representative from the Learning Assistance Center
- Chairperson (or designee) of the Department of Academic Advising
- Faculty: teaching faculty representatives, one representing each division

## **3. Reporting Relationship:**

The Academic Advising Committee reports to the Council for Academic Issues. One or more members serve as liaisons for communication purposes to the Enrollment Management Action Team and to the Chairs and Deans Council. The AAC reports to the campus at large via the AAC website.

## **B. Academic Grievance Committee**

### **1. Functions:**

- a. Designate members to serve on the ad hoc Hearing Committee for academic grievances.
- b. Instruct the ad hoc Hearing Committee about its role and responsibility in the academic grievance process.
- c. As requested, provide information and clarification to the ad hoc Hearing Committee.

### **2. Membership:**

Current members of the Council for Academic Issues including Chairperson of CAI, one full-time classroom faculty, one full-time non-classroom faculty, and one student.

### **3. Reporting Relationship:**

The Academic Grievance Committee accepts grievances from the VPAA. The ad hoc Hearing

Committee reports to the VPAA and the CAI.

## **C. Distance Learning**

### **1. Functions:**

- a. Create planning strategies designed to anticipate and prioritize campus needs with respect to distance learning.
- b. Create and maintain the campus distance learning plan to identify future considerations and directions.
- c. Formulate recommendations and policy drafts to help guide campus implementation, day-to-day operation, and communication of issues related to distance learning.
- d. Make recommendations about the integration of distance learning within the BCC web resources.
- e. Make recommendations for continued support for Distance Learning on such issues as software, hardware, policies, and staffing related to distance learning.
- f. Make recommendations regarding training, training policies, and oversight for distance learning.
- g. Evaluate the feasibility to support current and future distance learning platforms and their scalability to accommodate future growth.
- h. Evaluate and determine how campus services can be effectively provided at a distance (i.e. online registration, advising, etc.) and suggest action needed.

### **2. Membership:**

Co-Chairpersons:

- Designated Dean of Distance Learning
- Senior Instructional Designer

Committee Members:

- Four Teaching Faculty Representatives with an interest and experience in distance learning, one representing each of the academic divisions, to include at least one department Chair, if possible. To be appointed annually by the divisional Dean through a process decided by each division.
- Representative from the Registrar's Office
- Representative from Public Affairs
- Representative from Information Technology



- Representative from Continuing Education
- Representative from Advising

### **3. Reporting Relationship:**

The Distance Learning Steering Committee reports to the VPAA. One or more members serve as liaisons to the Technology Committee and to the Chairs and Deans Council for communication purposes.

## **D. Professional Development Steering Committee**

### **1. Functions:**

- Create and maintain the campus professional development plan to identify future considerations and directions.
- Formulate recommendations and policy drafts to help guide campus implementation, day to day operation, and communication of issues related to professional development.
- Make recommendations about the integration of professional development within the BCC internal resources.
- Make recommendations regarding funding strategies for professional development and processes for distribution of professional development funds.
- Evaluate and determine how campus professional development services can be effectively provided through a variety of modes and mechanisms and suggest action needed.
- Act as a liaison for professional development by providing referrals and recommendations to other departments and divisions.

### **2. Membership:**

#### **Voting Membership**

The Broome Community College Professional Development Steering Committee voting membership consists of faculty and staff, as well as other members of the campus community involved in support of teaching, learning, and professional development to provide balanced discussion and input. Others may attend as non-voting members.

#### **Co-Chairs**

- Professional Development Coordinator
- Member of the committee selected by vote of the committee at the beginning of the academic year, and who has served as a committee member in the previous academic year.

#### **Committee Members**

- Four Teaching Faculty Representatives with an interest in professional development, one representing each of the academic divisions, to include at least on department Chair. To be

appointed annually by the divisional Dean through a process decided by each division.

- An Instructional Designer from the Teaching Resource Center
- Three representatives from among Non-Classroom Faculty distributed across the Learning Access Center, Information Technology Services, the BCC Advising Center, Staff Associates to Vice Presidents and other areas who are willing to serve.
- A representative from the BCC Foundation
- A representative from Office of the Vice President for Academic Affairs

### **3. Reporting Relationship:**

The Professional Development Steering Committee reports to the VPAA. One or more members serve as liaisons to the Instructional Design Resources Team and to the Chairs and Deans Council for communication purposes.

## **E. Retention Committee**

### **1. Functions:**

- a. Provide BCC, its students, faculty, and administration with advisory support on all matters relating to student persistence and retention.
- b. Improve student success by collaboratively endorsing, promoting, and assessing student retention initiatives at the College.

### **2. Membership:**

Number of Members: The size of the Committee may vary. Multiple positions can be served by one individual. Other campus constituents may be asked to serve the Retention Committee on an ad hoc basis. The committee will be comprised of:

1. One full-time teaching faculty from each academic division
2. One Foreign Language, ESL, Speech faculty member
3. One adjunct who teaches developmental courses
4. One adjunct who teaches college level courses
5. One Chairperson of an academic department
6. One Staff Associate
7. One representative from Sponsored Programs
8. One representative from the Learning Assistance Center
9. One representative from Counseling Services
10. One representative from Academic Advising
11. One representative from E. O. P.
12. One representative from the Registrar Office

13. One faculty member who teaches on-line
14. Two representatives from the student body

### **3. Reporting Relationship:**

The Retention Committee reports to the VPAA. It also makes recommendations that can affect other areas such as the Admissions, Financial Aid, Registrar, Enrollment Management, and Public Affairs.

## **F. Student Learning Assessment Committee**

### **1. Functions:**

- a. Responsible for the ongoing assessment of student learning outcomes.
- b. Provide leadership in establishing a culture of assessment across the campus.
- c. Recommend student learning assessment policies and procedures to campus governing bodies.
- d. Ensure that student feedback is sought and included in all classroom and program/department learning assessments.
- e. Provide an annual report of Student Learning Assessment to the Institutional Effectiveness Assessment Committee as well as to the Strategic Planning group, the College Budget Officer, and the Chairs and Deans Council.

### **2. Membership:**

Chairperson:

- A tenured teaching faculty member

Committee Members:

- Faculty: Four Teaching Faculty Representatives, one representing each of the academic divisions, to include a Department Chair, if possible.
- Chair of Learning Assistance Center or designee
- General Education Steering Committee chair or designee

With the exception of the chair of the committee, a single faculty member may represent more than one constituency in the above list. (For example, if the GESG chair is also a department chair, then there need not be another department chair among the teaching faculty representatives.)

- Director of Institutional Research or other representative from the Institutional Effectiveness Assessment committee
- Vice President for Student and Community Engagement or designee

- Dean of Liberal Arts
- Another Academic Dean or designee (appointed by the VPAA on a rotating basis)
- Staff Associate to the VPAA
- VPAA (ex-officio /invited as appropriate)

### **3. Reporting Relationship:**

The Standing Committee on Student Learning Assessment reports to the VPAA, the IEAC, and the Council for Academic Issues (CAI). One or more members serve as liaisons for communication purposes to the Institutional Effectiveness Assessment Committee, the CAI, the Student and Community Engagement division, and to the Chairs and Deans Council. The SCSLA reports to the campus at large via the SCSLA website.

## **G. SUNY Awards Committee**

### **1. Functions:**

- To solicit nominations from the faculty, administration, staff, and students through college wide communications for the SUNY Chancellor's Awards for excellence in the categories of Teaching and Librarianship and for the Distinguished Professorships in Teaching and Service.
- To assign a mentor who is a former recipient of the Chancellor's or Distinguished Professorship Award, and not a member of the Committee, to assist candidates in completing and submitting a dossier to the Committee for review.
- To review and select the dossiers which are forwarded to the President for final decision on candidates for the SUNY Chancellor's and Distinguished Professorship Awards.
- To prepare the summary report required for the SUNY Chancellor's Award(s) or for the Distinguished Professorship(s).
- To verify that all proper documentation and supporting letters of recommendation are in order.
- To work with the President's office to forward the completed dossiers to the SUNY Chancellor's office by the deadline(s).

### **2. Membership:**

Members will be appointed for one (1) award cycle.

Members will be appointed according to the Chancellor's Awards for Excellence Policies and Procedures and/or the Guidelines for the SUNY Distinguished Professorships. Separate Sub-Committees will be established as needed.

### **3. Reporting Relationship:**

The Local Selection Committee reports to the Chairperson of the Council for Academic Issues.

## **H. Writing Initiatives Network Committee (WINC)**

### **1. Functions:**

- a. Provide instructors with the most updated W course guidelines.
- b. Encourage instructors to revisit and reestablish their W course goals. (This will be especially beneficial for those instructors who may be teaching a W course yet did not participate in preparing the W proposal.)
- c. Provide faculty with the resources and instruction to help them develop their writing instruction philosophy and practice.
- d. Raise awareness of the services provided by the Writing Center and reinforce the use of the many services offered by the center.
- e. Assure a level of uniformity among existing W courses and W course proposals.
- f. Share information about successful strategies, as well as discover new strategies that can be shared among instructors.
- g. Review all new W course and W module proposals for approval.
- h. Communicate W course and W module approvals to faculty, chairs, registrar.

### **2. Membership:**

Comprised of members from all academic divisions. Committee structure includes a chair, a secretary, and division liaisons.

### **3. Reporting Relationship:** The Writing Initiatives Network Committee is advisory to the CAI.

## **Article XIII. Amendments to the Bylaws**

1. Any member of the CAI may propose amendments to the Bylaws at any regular meeting.
2. The proposed amendment will be filed with the Secretary of the CAI, who will publish the proposed amendment and the date of its presentation in the minutes of the meeting.
3. Discussion of the amendments must be at a regularly scheduled or special meeting of the CAI.
4. Adoption of amendments to the Bylaws shall require an affirmative vote by two-thirds of the CAI members casting or returning ballots, provided that a quorum is present.
5. There must be sufficient time intervening (at least 30 days) between introductions of such proposal and a vote on its adoption.

## **APPENDIX I**

### **Policy Guidelines for Standing Committees Council for Academic Issues (CAI)**

1. The Corresponding Secretary of the CAI shall receive copies of each of the following: minutes of each meeting, notices of forthcoming meetings, resolutions which a committee wishes to present to the CAI, and special communications concerning committee issues/problems as the need may arise.
2. If someone from the campus community wishes a matter to be considered by the CAI, the normal order of procedure is for the CAI member of the respective department/area to accept the matter and inform the CAI Chairperson, who will then assign the matter to the appropriate Standing Committee for discussion and recommendations.
3. A report from a Standing Committee to the CAI must be made personally by either the chair or the Secretary of the Standing Committee. If neither of these officers can be present, the report will be placed on the agenda of a subsequent meeting.
4. Meetings of Standing Committees should be held at least once a month or according to the preferred schedule of the Committee. A copy of the minutes should be distributed to each member of the Committee and to the Corresponding Secretary of the CAI within a week of the meeting by the Secretary of the Standing Committee.
5. Removal of committee members will be according to the bylaws or procedure of the Standing Committee.
6. Where student representation on a Standing Committee is specified, the Student Assembly will be contacted and will follow its bylaws or procedure for assignment to a Committee.

# **COUNCIL FOR OPERATIONAL ISSUES (COI)**

## **BROOME COMMUNITY COLLEGE**

### **BYLAWS**

#### **Purpose and Responsibility**

The Council for Operational Issues is the body that makes recommendations directly to the College Assembly and/or the Administration relative to a wide variety of operational issues, policy, and standards affecting the College. Its scope and sphere of influence will be articulated in its standing, sub-committee, and ad-hoc committee structure and, as such, will have final recommending responsibilities and influence in these areas of activity of broad interest to the faculty, staff, and students of the College.

To facilitate its purpose and responsibility, the COI will assure that it articulates with the campus community consistent with the over-arching guiding principles of campus shared governance.

#### **That is, it will**

- capture the voice of stakeholders in formal and informal ways;
- adhere to shared governance principles and protocols;
- determine and execute the most credible and valid type of review based on the complexity of the issue, urgency for a decision, and the availability of constituency groups during the summer months or periods when the College is closed;
- avoid being overly bureaucratic or time-consuming and function efficiently, effectively, and in a timely manner;
- prioritize and establish timelines for conduct and completion of work/business; and
- promote information sharing, tracking, and reporting mechanisms to communicate its activity, as well as those of the other governance bodies as it relates to COI business, to ensure the integrity of its process.

#### **Article I: Parliamentary Procedures**

1. **Establishing quorum:** For administrative decisions, election of officers, approval of meeting minutes, or amending the by-laws, a majority is considered half plus one of the full membership of the COI committee.
2. **Committee decorum:** Democratic Rules of Order shall govern decorum and debate as interpreted by the COI committee. Committee members are required to act in a collegial, considerate, interested and helpful manner at all times, even when demands are placed on them.

## Article II: Membership

Area	Number of Representatives	Voting	Non-voting
Enrollment Management (EMAT).....	1	.....X	
Institutional Effectiveness Officer .....	1	.....X	
Technology Committee.....	1	.....X	
Banner Core .....	1	.....X	
Grants Planning.....	1	.....X	
Facilities .....	1	.....X	
Office of Public Safety.....	1	.....X	
Registrar .....	1	.....X	
Finance/Budget .....	1	.....X	
Public Affairs .....	1	.....X	
Human Resources .....	1	.....X	
Student/Community Engagement .....	1	.....X	
Student (VP Financial Concerns).....	1	.....X	
Student Assembly President.....	1	.....X	
Faculty-Student Association (FSA) .....	1	.....X	
Foundation .....	1	.....X	
Faculty (Instructional Full-time).....	1	.....X	
Faculty (Instructional Full-time).....	1	.....X	
Faculty (Non-Instructional) .....	1	.....X	
Adjunct Faculty (instructional/part-time and including full-time adjuncts) .....	1	.....X	
Classified Service.....	1	.....X	
Parliamentarian (ex-officio and appointed) .....	1	.....	X
<b>Total membership .....</b>	<b>22</b>	<b>.....21</b>	<b>.....1</b>

**Note:** *The COI Chair votes only if there is a tie*

1. **Terms of appointment:** Members will serve for a two-year term and are appointed or elected by membership from each area.
2. **Resignations and replacement appointment:** If a member finds it necessary to resign from the COI, he or she is encouraged to provide as much notice to the COI chair as possible and continue to serve until a replacement can be identified and selected. If possible, he or she is also encouraged to help the committee find a suitable replacement. Replacement members will be appointed to the



remainder of the resigning member's term, and are eligible for reappointment or reelection by the discretion of the membership from each area.

3. **Duties of members:** Regular attendance is vital to the purposes of the COI. Members accept the duty and obligation to attend meetings and to provide advance notice if they are unable to attend. Repeated absences may be considered a relinquishment of the appointment at the discretion of the chair.

### **Article III: Officers**

1. **Officers:** Officers of the COI are chair, chair elect, secretary, and parliamentarian.
2. **Selection:** Officers will be elected by a majority of members of the committee at the first meeting of the academic year with the exception of the parliamentarian who is appointed. The parliamentarian will not be a voting member and cannot serve on the COI. The first meeting of the academic year will be convened, if possible, by the previous chair or their designee.
3. Each officer shall serve one academic year.
4. **Duties and responsibilities:** The officers are to set the agenda for each meeting, run the meetings, record and distribute minutes, maintain a liaison relationship with the Council for Academic Issues (CAI) and College Assembly (CA).
5. In the absence of the chair, the chair elect or secretary will preside over the meeting.
6. **Agenda development:** The agenda for each meeting will be developed by the chair. Any member wishing to include an item on the agenda has the responsibility to draft and present the agenda item to the chairperson for approval and inclusion.
7. **Agenda distribution:** The agenda will be published and distributed to members prior to the each meeting the chair, and will be sent to the College Assembly Secretary two days prior to each meeting for campus-wide and all-student distribution, and for posting on the Shared Governance website.
8. **Meeting records:** The Secretary will prepare meeting minutes for COI member approval prior to the next meeting. The Secretary will track attendance and those who are excused from the meetings. The Secretary will send approved minutes to the College Assembly Secretary for posting on the Shared Governance website.
9. The COI chair shall provide a report on committee activities at each College Assembly (CA). The COI chair votes only if a tie.

### **Article IV: Sub-Committees and Standing Committees**

1. Sub-committees may be formed on an ad-hoc basis by committee discretion.
2. Powers, duties, and responsibilities of sub-committees shall be as assigned by the full Committee.
3. **Membership:** Non-members of the COI may serve on subcommittees at the consent of the full

committee.

4. The purpose of any subcommittee is to advise the full COI committee on issues as assigned.
5. Standing Committees who report to COI. (not addressed yet)

## **Article V: Schedule of Meetings and Campus Participation**

1. **Meeting schedule:** Regular meetings will be held at least two times a month and will be scheduled by the chair or other designee as assigned by the College Assembly. As needed, special meetings may be called at the discretion of the chair with advance notice to the committee.
2. **Campus participation:** Visitors are welcome to attend and participate at COI meetings.

## **Article VI: Amendments, Resolutions, and Recommendations**

These by-laws may be amended by a two-thirds majority vote of the full COI committee membership of the Committee. Voting on resolutions and recommendations require the establishment of quorum. Advance notice of a pending amendment shall be distributed to the membership prior to the next scheduled meeting.

## Appendix O- Proposed Ratification Schedule for Constitution and Bylaws

### Proposed Ratification Schedule for Constitution and Bylaws

<b>Date</b>	<b>Event</b>	<b>Notes</b>
May 1, 2012	Draft Document Posted to Shared Governance Website	
May 1 – May 21, 2012	Comment Period	Members of The Shared Governance Bodies and Campus Community May Provide Feedback and Suggestions About The Document
Approx May 23, 2012	Incorporated of Suggested Changes Into Document	Shared Governance Chairs Meet to Review and Incorporate Suggested Changes as Appropriate
June 1, 2012	Revised Draft Document Posted to Shared Governance Website	
June 1 – July 15, 2012	Comment Period	Members of The Shared Governance Bodies and Campus Community May Provide Feedback and Suggestions about the Revised Document
Approx July 24, 2012	Incorporated Of Suggested Changes Into Document	Shared Governance Chairs Meet to Review and Incorporate Suggested Changes as Appropriate
August 1, 2012	Final Document Posted To Shared Governance Website And E-Mailed to All Members of the CA, CAI, and COI	Shared Governance Representatives Review the Document In Preparation for a Vote
September 2012 First Meetings of CA, CAI, And COI	Vote to Accept the Constitution And Bylaws	
Late September 2012 October 2012	All-Campus Ratification Vote Board of Trustees Ratification Vote	

## Appendix P- Campus Invitation to Town Hall Meeting

You are cordially invited & encouraged to attend

# *Broome Community College* **TOWN HALL MEETING**



**Thursday March 8**

**Two Sessions**

11-11:50 a.m.

& 12-12:50 p.m.

**Little Theater Student Center**

This is your opportunity to join fellow students, faculty, and staff in an open forum to bring suggestions and express concerns about major issues that affect our campus.

The meeting will be moderated, and each voice will be heard as time allows.

Issues will then be forwarded as appropriate for consideration.

**This event is organized by BCC  
Shared Governance.**

**B · R · O · O · M · E**  
COMMUNITY COLLEGE

## Appendix Q- Issues, Concerns and Suggestions Submitted Through Shared Governance AY 2011-12

Date received	Name/position	Description of Issue	Referred to	Date Referred	Status/Resolution
11/8/2011	Adjunct Faculty	<b>ISSUE 1</b> Creation of an Adjunct Council	Council for Academic Issues	11/10/11	CAI met and officially recognized and endorsed formation of a BCC Adjunct Council at CAI meeting on 12/2/11
11/8/2011	Student	<b>ISSUE 2</b> BC Transit making fewer runs to campus.	Student Assembly will clarify issue and work with Debbie Morello and Student Activities.	11/10/11	BC Transit will continue to run a later bus and make arrangements to contact buses for the downtown hub to accommodate our students.
11/8/2011	Student	<b>ISSUE 3</b> Students who do not park on campus are being charged a parking fee.	Regina Losinger, Joe O'Connor and Jeanette Tillotson are looking into this issue.	11/10/11	Students can have the fee removed. Changes have been made to make students more aware of this and the process is now easier to understand.
11/8/2011	Counselor/faculty member	<b>ISSUE 4</b> Advisement is backed up due to lack of advisors	Julie Peacock and Carla Michalak	11/10/11	In progress
11/8/2011	Student	<b>ISSUE 5</b> Can students have a feature on their ID's so they could swipe on BC Transit to pay fare?	Student Assembly will clarify issue and work with Debbie Morello and Student Activities.	11/10/11	After initial inquiry, this issue will be referred by Debbie Morello to John Petkash in IT.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
11/8/2011	Counselor/faculty member	<b>ISSUE 6</b> Counselors stretched too thinly. Affects enrollment when students can't resolve personal issues.	Debbie Morello and Mary McCarthy	11/10/11	We will not replace counselor who retired last year due to budget constraints. New software is now in use to help ease scheduling of student services.
11/8/2011	Student	<b>ISSUE 7</b> Noise in library is disrupting studies	Robin Petrus and Student Assembly will address	11/10/11	2nd floor has been reorganized to control noise better. Furniture has been moved to avoid large groups from gathering. Security patrols and asks for quiet. Student Assembly has address issues and it is quieter since SA Café opened.
11/8/2011	Student	<b>ISSUE 8</b> Students using open computer labs in library are being kicked off computers by classes	Technology Committee	11/10/11	This is incorrect. There are no classes taught in the open computer labs. Classrooms are opened up to students when there is not a class in session. Students are asked to leave the classrooms (but not the lab) if there is a class.
11/8/2011	Student Assembly Officer	<b>ISSUE 9</b> Text books are unaffordable. Students can't take out library copies and it is too noisy to study in library.	Student Assembly will address	11/10/11	Textbooks are available online at discounted prices or for rent at chegg.com Also, noise in library is greatly reduced since opening of SA Café.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
11/10/2011	Student Assembly Senator	<b>ISSUE 10</b> Students should be allowed an allotment of copies on library copies. Could build into student fees.	Technology Committee	11/10/11	This is not feasible to implement at this time.
11/10/2011	Student	<b>ISSUE 11</b> Library computers should be labeled "for academic use only" since students monopolize computers for social networking	Technology Committee	11/10/11	Signs exist in the library stating that computers should not be monopolized for social media. Suggestion to post signs redirecting students to alternate sites for available computers.
11/10/2011	Student Assembly Senator	<b>ISSUE 12</b> No classes or labs should be scheduled during Common Hour since all students pay activities fee and many would like to attend Common Hour events.	Council for Academic Issues	11/10/11	In progress
11/10/2011	Student	<b>ISSUE 13</b> Accounting Tutors in B211 do their own homework during scheduled tutoring time and monopolize the computers	Loreta Paniccia	11/10/11	Lab hrs. and contact info. for questions have always been posted & there's ample coverage during lab hrs. Student may have come in off lab hours. Student should call L. Paniccia at 778-5162 to clear up issue.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
11/10/2011	Student Assembly President	<b>ISSUE 14</b> There should be free textbooks online for those who can't afford them	Council for Academic Issues	11/10/11	In progress
11/10/2011	Student Assembly Officer	<b>ISSUE 15</b> Should be better placement of blue emergency lights and call boxes on campus	Safety and Security Committee/Joe O'Connor	11/10/11	Blue lights are costing and funding is unavailable. Ubiquitous use of cell phones diminishes the need. Decision was made by admin. Only existng phones will be maintained.
11/10/2011	Student Assembly Officer	<b>ISSUE 16</b> Security cameras on campus would better serve students in parking lots rather than inside buildings	Safety and Security Committee/Joe O'Connor	11/10/11	Camera placement per previous issues affecting student safety and will continue to be made based on legally accepted practices in locations that best serve the students.
11/8/2011	Student Assembly President	<b>ISSUE 17</b> Would like meal plan option to be added to tuition	Debbie Morello	11/10/11	This will be considered in the future as we move forward with dorms on campus.
11/8/2011	Faculty	<b>ISSUE 18</b> Would like more, healthy food choices in dining hall	Debbie Morello	11/10/11	In progress



<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
11/8/2011	Student	<b>ISSUE 19</b> Lack of communication between Financial Aid, Student Accounts and students	Referred to EMAT by Council for Operational Issues	11/10/11	Waiting for response from EMAT
11/8/2011	Faculty member and counselor	<b>ISSUE 20</b> Lack of transparency about restructuring is creating anxiety on campus.	Executive Council	11/10/11	In progress
11/8/2011	Student Assembly Officer	<b>ISSUE 21</b> Increased tuition (44% coming from students). Called on students to lobby and write congressmen to keep CCs affordable.	Student Assembly Student Trustee Willie Murray and BOT	11/10/11	Students have attended protests and rallies to encourage gov. reps to keep funding cuts from happening. Students have also written to congressmen and will continue to do so.
11/8/2011	Student	<b>ISSUE 22</b> Where will smokers who do not have cars go to smoke? Should have designated smoking areas.	Debbie Morello	11/10/11	Upon advisement by professionals in the field, there will be no designated smoking areas on campus. Smokers either need to go off campus or in their vehicles to smoke.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
11/8/2011	Student	<b>ISSUE 23</b> Concerned that the recycling effort involving removing trash cans would encourage more littering in classrooms.	Sustainability Committee/Tracy Curtis	11/10/11	Studies in Titchener show that there is no more trash left in rooms now than there was before cans were removed. Maintenance supports this green initiative.
11/7/2011	Technical Assistant	<b>ISSUE 24</b> Issue of Tech Assistants loading specific software on computers	College Assembly looked at issue in CA meeting. Determined not to be appropriate for CA to handle.	11/7/11	Regina Losinger and Rich David are addressing issues.
11/21/2011	Student	<b>ISSUE 25</b> Campus committee needs sensitivity training re: people with disabilities	Julianne Martin Chair of Disabled Student Advisory Board	11/21/11	In progress
12/1/2011	Faculty	<b>ISSUE 26</b> Bulletin boards outside of offices are being emptied without notice from maintenance	Maintenance	12/1/11	Maintenance will no longer touch bulletin boards. If someone wants their board painted, they will remove items themselves and put them back up after painting is completed.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
3/8/2012	Faculty & Student	<b>ISSUE 27</b> Concerned that convocation day will be phased out	Irene Byrnes, Convocation Committee, Patti O'Day, Julie Lakin, Marty Guzzi, Calendar Committee, Executive Council	3/14/12	In the future, Convocation Day will be held on days when classes are in session.
3/8/2012	SA Officer and Staff Member	<b>ISSUE 28</b> Childcare for Convocation Day not funded. Must have classes on that day for funding to be granted.	Lisa Strahley and Nancy Seliga from Childcare Advisory Board	3/14/12	In progress
3/8/2012	Student Senator	<b>ISSUE 29</b> Surveying students to see if they would want bus fare taken out of their tuition and if transportation needs are being met with bus schedule.	Student Senator Hope Diamond and VPSCE Debbie Morello	3/14/12	In progress
3/8/2012	PTA Student	<b>ISSUE 30</b> Wanted to know if BCC could offer an Occupational Therapy Assistant program	No referral	3/14/12	This idea has already been discussed and it has been determined that the creation of an OTA program will not be possible in the foreseeable future.

Date received	Name/position	Description of Issue	Referred to	Date Referred	Status/Resolution
3/8/2012	Student Senator	<b>ISSUE 31</b> Asks why we don't have a smoking area on campus. Also, some students feel they were not consulted before smoke-free policy was implemented.	Rep from Smoke Free Campus Committee, Rich David addressed this at Town Hall meeting	3/14/12	Experts were consulted about best way to implement policy. Smoking areas don't work and cause confusion. Students researched this and polled other students and staff before implementing policy. Smoking in vehicles was compromise instead of complete ban.
3/8/2012	Student	<b>ISSUE 32</b> Confusion about where smokers can go. Front Street? Neighbors complaining about them smoking in area behind "yellow bar" on N. College Dr.	Smoke Free Campus Committee	3/14/12	Administration is talking with Town of Dickinson supervisor and campus neighbors to address their issues, but they have not heard anything from business owners across Front Street.
3/8/2012	Students	<b>ISSUE 33</b> Smokeless, electronic cigarettes are being used. Do they emit any harmful chemicals? Also, people are chewing tobacco and spitting it into plastic bottles in the cafeteria. Will there be a complete tobacco ban eventually?	Smoke Free Campus Committee	3/14/12	Committee is looking into including all tobacco products in the ban and are open to any ideas regarding all smoking ban issues from students and staff.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
3/8/2012	Student	<b>ISSUE 34</b> Parking decals too expensive.	COI referred to Facilities Committee	3/14/12	Rating costs as expensive or not is subjective. Relative to BU, our cost is extremely low.
3/8/2012	Student	<b>ISSUE 35</b> Why do people without vehicles have to pay parking fee?	VPSCE Debbie Morello	3/14/12	Administration waives this fee for students without vehicles.
3/8/2012	Student	<b>ISSUE 36</b> What if you alternate between two vehicles? Is there a way to have different sticker for each vehicle without paying for 2 decals?	COI referred to Facilities Committee	3/14/12	Temporary tags are available for occasional use of an alternate vehicle. A vehicle used for extended period should have its own sticker for which a fee is assessed.
3/8/2012	Student	<b>ISSUE 37</b> Why do faculty and staff have hangtags while students have decals that are hard to remove?	COI referred to Facilities Committee	3/14/12	Hangtag lets staff transfer tag to another vehicle rather than placing decals on multiple vehicles which could lead to abuse by students who are family members who should pay for parking. Student hangtags could lead to sharing tags between vehicles.
3/8/2012	Student	<b>ISSUE 38</b> Administration does not communicate with students about parking issues.	COI and John Petkash	3/14/12	VP Losinger met with Student Assembly Officer Lily Drennon several times to flesh out concerns. Parking refund language on our online bill has been improved.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
3/8/2012	Staff member and student	<b>ISSUE 39</b> We need more recycling stations near exits and trash cans. There should be a recycling station outside the gyms for plastic water bottles.	Tracy Curtis and Recycling Task Force	3/14/12	Recycling stations are very expensive but we are looking for funds to have them set up in every building. Campus is being surveyed about recycling and carry in, carry out policy. Looking to implement policy in all buildings.
3/8/2012	Students	<b>ISSUE 40</b> Wants dorms on campus. Good for international students, enrollment and participation in activities. Concerned about funding for services, utilities, staffing for dorms, and increase in class size.	VPSCE Morello	3/14/12	VPSCE is addressing possibility of dorms. Housing study has been completed and dorms are seriously considered for future.
3/8/2012	Student and Student Senator	<b>ISSUE 41</b> Potholes, slush and snow (lack of drainage) in student parking lots create hazard for cars and safety issues for students.	VP Regina Losinger	3/14/12	This issue will be resolved by Fall 2013 with completion of the new Natural Science Center.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
3/8/2012	Staff Member	<b>ISSUE 42</b> Soda machines need to be moved away from theater doors. No food or drink allowed in theater and machines make noise during performances.	Gary Finch Faculty Student Association	3/14/12	Vending company says sales are low in SC machines. He will remove 2 of 3 machines at end of the spring 2012 semester.
3/8/2012	Student Assembly Officer	<b>ISSUE 43</b> Green, amber, red "light" system to improve food in vending machines is not being adhered to by vending company.	Gary Finch Faculty Student Association	3/14/12	Vendor has checked to make sure items in vending machines are in their correct places according to the Amerifit Program.
3/8/2013	Adjunct Faculty	<b>ISSUE 44</b> Campus wide invitation to adjunct meeting on March 21 at 2:30 in B224.	Larry Alger and Joan Lubar	3/14/12	Adjuncts will use various methods to announce their meetings campus wide.
3/8/2012	Student Assembly Officer	<b>ISSUE 45</b> Anyone student with an issue or concern may drop by Science 107 SA Office	No referral necessary		

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
3/8/2012	Student	<b>ISSUE 46</b> Concerned about how not replacing retirees will affect student services and quality of education at the college.	President's Office	3/14/2012	There are currently 22 searches in progress.
3/8/2012	Staff Member	<b>ISSUE 47</b> Gets paid to enter hours on timesheet	Staff member should refer this to their supervisor...it is an individual, personnel issue and does not affect the majority of campus		
3/8/2014	Students	<b>ISSUE 48</b> Log on to campus computers is extremely slow	Tech Committee and IT	3/14/2012	Average bandwidth consumption is at 50%. No need to increase at this time.
3/8/2012	Student	<b>ISSUE 49</b> Convicted felons who have served their time are either not being admitted or admission time is very slow.	VPSCE Debbie Morello addressed at Town Hall Meeting	3/14/2012	VP Morello said there is a review panel for admitting convicted felons and decision to admit is not arbitrary. Delay is often due to waiting for parole reports.



<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
3/8/2012	Student	<b>ISSUE 50</b> Text books are too expensive and sometimes profs. discontinue use so students can't sell them.	CAI and Debbie Spanfelner/Library	3/14/2012	CAI is aware of high costs of texts. They have looked into Ebooks. Students need to let their professors know that they are interested in Ebooks. CAI continues to look into best options for texts.
3/8/2012	Student	<b>ISSUE 51</b> Rents books from chegg.com	Donna Firenze, Bookstore	3/14/2012	Students can rent books through BCC Bookstore at better price than chegg.com on 87% of titles. Go to BCC bookstore page on website and hit "rent and save" and follow instructions. Free shipping.
3/8/2012	Student	<b>ISSUE 52</b> If grades of military vets are not entered into military computer system, tuition assistance from military freezes up.	Julie Lakin, Student Accounts	3/14/2012	Process and procedures have been updated to include grade posting at semester's end

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
3/8/2012	Staff member	<b>ISSUE 53</b> Asked if there is a way to contact Shared Governance with more issues or suggestions	Shared Governance	3/8/2012	She was referred to the SG webpage on the portal. There is a "Contact Us" tab. SG secretary offered to help staff member if she needs further instruction.
3/8/2012	Student Assembly Officer	<b>ISSUE 54</b> Student Outreach table every Tuesday, 11-noon, SC lobby. Students are encouraged to stop by for info and talk about issues that affect them at the college.	No referral. For information only.		
3/8/2012	Student Assembly Officers	<b>ISSUE 55</b> Students received notices from Student Accounts that 1099 tax forms were sent out with wrong info and that students were responsible for amending them. How will this affect their tax returns? Will they owe money?	VP Regina Losinger	3/14/2012	Email went out to all students explaining the notices. Issues were resolved for individuals affected.

Date received	Name/position	Description of Issue	Referred to	Date Referred	Status/Resolution
3/8/2012	Student	<b>ISSUE 56</b> Said that Student Assembly needs to communicate more with students to let them know what SA is doing on behalf of BCC students.	Student Assembly	3/14/2012	VPSCE noted that Student Assembly, BCC, and our Student Trustee all have Facebook pages where they communicate regularly with students.
3/8/2012	staff and student	<b>ISSUE 57</b> We need at least one clock in the SC lobby so students don't miss buses. Also, clocks across campus are wrong and not synchronized.	Regina Losinger	3/14/2012	In progress
3/20/2012	Adjunct Faculty	<b>ISSUE 58</b> BCC students should have 2 email accounts...1 for official communications + 1 for less crucial email	Tech Committee	3/20/12	Tech Committee reviewed this idea and found it not to be a feasible option.

<b>Date received</b>	<b>Name/position</b>	<b>Description of Issue</b>	<b>Referred to</b>	<b>Date Referred</b>	<b>Status/Resolution</b>
3/28/2012	Student Assembly Officer	<b>ISSUE 59</b> No hooks in bathroom stalls at wheelchair level. Forces people to put things on unsanitary floors. Hooks missing altogether in some stalls.	SG Chairs	4/2/12	in progress
3/27/2012	Student	<b>ISSUE 60</b> There are no hooks on bathroom doors that are within reach of people who use wheelchairs. In some cases, hooks are missing altogether.	Regina Losinger	4-4-12	In progress
3/29/2012	Student	<b>Issue 61</b> Issue with refund policy when dropping a course and when course is not run due to low enrollment.	Regina Losinger	4-4-12	We do not drop courses after the first day of the semester.



## Appendix R- Issues, Concerns and Suggestions Submission Form

### Issues/Concerns/Suggestions Broome Community College Shared Governance

**The Scope of College Assembly:**

"...BCC's College Assembly is a collegial, consultative body composed of representatives from all campus constituencies that will review and advise on the creation, revision, or discontinuation of policy and is not, in and of itself, a decision-making body. Its role is to recommend and provide advisory input to the President on decisions related to policy and other issues that affect the institution as a whole. It is the principal and highest deliberative body in the College's shared governance structure." (College Assembly Constitution Preamble, second paragraph, pg. 1)  
Date: \_\_\_\_\_

**Please Note: The College Assembly does not deliberate personnel or labor/union issues.**

Name/Contact Information (Optional): \_\_\_\_\_

Student/Position/Job Classification: \_\_\_\_\_ Department: \_\_\_\_\_

Daytime Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Would you say your issue, concern, or suggestion has campus wide implications? If yes, how so? (If not, you may want to refer the issue to your department head, chair, or VP.)

Please describe present situation, condition, method, or policy you wish to see improved:

If you have described a situation or condition, how long has it persisted and what do you feel could be done to resolve it?

Which department, committee, or individual do you feel would be most appropriate to address your concern or implement your suggestion?

*If you wish to submit this form via email, fill out, save, and email form to Michelle Perricone, [perriconemk@sunybroome.edu](mailto:perriconemk@sunybroome.edu).*

*If you wish to submit this form anonymously, please complete and mail via interoffice envelope to: Michelle Perricone, MS #8. Thank you!*

## Appendix S- Example of Minutes From Council for Academic Issues

### **Council for Academic Issues Minutes of Meeting April 19, 2012 Wales 203B 11-12 pm**

Members Present: E. Papastrat (Alternate for S. Valerio), D. Garner, G. Wingate, L. Manso, J. Martin, J. Smith, R. Lofthouse, L. Alger (alternate for J. Lubar), M. Rossi, R. Hagerman, K. Leet, D. Spanfelner, M. McCarthy, D. Rehak, L. Maurer, K. Ligeikis, G. Talley, J. Peacock,  
Members Excused: A. Uncapher, R. Hall, R. Behr, B. Loy, L. Grozier, P. O'Bryan, W. Warren  
Guests: M. Perricone

#### Call to Order

The meeting was called to order at 11:05 am. Quorum established.

Alternates were introduced, welcomed.

L. Maurer moved that the alternates be vested with member voting rights and privileges. G. Wingate Second/Approved

#### Adoption of Agenda

Agenda introduced for review.

M. McCarthy moved that the agenda be approved; D. Spanfelner Second / Approved.

#### Approval of Minutes

Minutes for 3/20/12 and 4/5/12 introduced for review.

M. Rossi noted that 2nd bullet on pg 2 of 4/5/12 minutes should read "membership acknowledged that model A was removed from consideration in the Academic Affairs Leadership models.

D. Spanfelner moved that both sets of minutes be approved with changes noted to 4/5/12 minutes. M. McCarthy Second/approved

#### Correspondence

##### Incoming:

Dr. Drumm approved Model C for the Academic Affairs Leadership model.

Curriculum Committee has declined standing committee status under the auspices of the CAI. They are currently in flux as a committee and would like to consider the nature of their relationship to the CAI over the next year.

##### Outgoing: None

#### Chairperson Report/Update

The CA is reviewing all SG bodies by-laws and blending them into one cohesive/consistent document. The finished document will be sent out to the campus for review/comment. The three SG chairs will then incorporate suggested changes and return the documents to the campus for ratification in late September.

By-law revisions currently include recommendations for release time for the chairs of each governing body (the equivalent of one course of release time per semester). The release time issue has yet to be resolved.

#### New Business:

M. Rossi reminded Council that her one year term is up as well as Julianne Martin's terms as Recording Secretary. She called for nominations for Chairperson, Chairperson-Elect, and Recording Secretary. Elections will take place at the last meeting on May 3.

Nomination: Chairperson 2012-2013

o Kenny Leet

Nominations: Chair-Elect 2012-2013

o D. Spanfelner & R. Hagerman

Nomination: Recording Secretary 2012-2014

o M. Rossi

Old Business

In response to the approval of Model C for the Academic Leadership model, J. Peacock noted that internal searches for 2 deans would begin.

The deans of LA and BPS will be “acting” for 1 year with a possible second year.

M. Rossi introduced the “snow closure” issue for discussion.

o D. Spanfelner moved that a survey of other campus was warranted. This motion was changed to a suggestion on the list compiled by R. Hagerman.

o A list of suggestions was compiled and will be forward to CA.

M. Rossi noted that there was additional need for members to serve on the Alternative Calendar Committee Work Group.

o R. Lofthouse, L. Maurer, J. Smith, R. Hagerman, D. Garnar, and M. Rossi will serve on the committee.

Adjournment:

Meeting was adjourned at 11:54 am.

Minutes Respectfully Submitted By: Julianne Martin



## Appendix T- Example of Minutes From Council for Operational Issues

### Broome Community College Council for Operational Issues Monday, April 30, 2012

#### Meeting Minutes

I. Call to Order: John Petkash called the meeting to order at 2:05 pm in Wales 203B

Present: Laura St. George, Marty Guzzi, Susan George, Gary Finch, John Petkash, Jason Zbock, Harold Koster, Dawn Kutz, Scot Beekman, Andrea Wade, Gian Roma, Robin Petrus, Regina Losinger

Absent: Rich David, Joe O'Connor, Judy Siggins (Excused), Rae Palmer-Jones (Excused), Guthrie Fortner (Excused), Elizabeth Wood

Guest: Michelle Perricone, Michelle Conner (Alternate for Rae Palmer-Jones), Elisabeth Jeffrey (Alternate for Guthrie Fortner), Julie Peacock

II. Membership alternates: There were alternates as noted in Guest

III. Establishment of Quorum and Roll Call: There was quorum.

IV. Approval of Minutes-there was a motion to approve the April 16, 2012 minutes; seconded; approved by consensus. There were two abstentions.

V. Chairperson Report/Updates

a. Meeting of CA, CAI, COI Chairpersons-The chairpersons discussed the for the College Assembly By-laws/Constitution ratification and the framework for campus wide input. Chairs will meet on April 30, 2012.

b. College Assembly Update- The College Assembly Elections results will be announced to the campus on May 1, 2012

c. Student Assembly Update-Student Assembly By-laws were passed. There was a request made to post the Student Assembly By-laws on the Shared Governance webpage.

d. COI-The COI forwarded all member feedback on the Zero Snow-Closure topic to the College Assembly.

e. CAI-The CAI has recommended an administrative structure for Academic Affairs to the president.

f. Institutional Assessment Forum-A reminder was given that the first Institutional Assessment Forum will be May 17, 2012 from 1:00 pm to 3:00 pm in the Student Center Cafeteria. Faculty and staff are expected to attend. RSVP to Jason Zbock at [zbockjp@sunybroome.edu](mailto:zbockjp@sunybroome.edu)

g. Other-

Budget Update-The 2012-2013 BCC Budget will submit to the Broome County Executive on Tuesday, May 1, 2012. It was a challenge closing the budget gap.

Construction of the Natural Science Center will start soon. Expected completion is June 2013 and expected occupancy is Fall 2013.

#### VI. Old Business

- a. COI By-laws-No update was given

#### VII. New Business

##### BC Center

- a. All feedback from COI members forwarded to the College Assembly.

##### Google Email Migration

- a. Timeline being created for institutional rollout.

##### Request-It

- a. Will be rolled out soon.

##### Town Hall-Review of Outstanding Issues

- a. The updated spreadsheet of follow-up and progress on outstanding issues will be forwarded to COI members before the next meeting.
- b. There was a discussion the COI method of prioritization of these issues and meaningful, timely follow through.
- c. The process of sorting through Town Hall issues was discussed.
- d. There has been progress made the student concern of the communication of the refunding of the student parking fee for nonusers.

##### Improving effectiveness of the COI

- a. Members gave suggestions on prioritizing COI agenda items.
- b. The format of the COI agenda will be changed to reflect agenda prioritization and approval.
- c. Agenda prioritization for the COI should be reflective of the BCC mission.
- d. The college vision, mission, and strategic initiatives development and approval are a cultural initiative.
- e. The COI needs to improve providing the campus community information. This information includes Executive Council minutes, Board of Trustee activities, and other institutional initiatives.
- f. The COI needs to build into the meeting agenda time for diffusion of misinformation or incomplete information across campus. This agenda item could be: Vibrations, Hints, and Clues. Examples of misinformation or incomplete information are the Decker Building Foundation shifting and Noel Levitz consultation from a perceived competitor.
- g. Response to examples: The Decker Building foundation is safe and being looked into by an expert. Noel Levitz consultation has been helpful and this concern of consultation from a competing institution was raised in Executive Council.
- h. Shared Governance needs to build a sense of organization.
- i. Key concepts to consider when building a sense of organization are to be inclusive, feel the ways ideas are shared to engender trust, and provide continuous, meaningful follow-up.
- j. The question was raised about perception of over usage of external consulting versus in-house or shared governance consultation.
- k. The perception of the over usage of external consultation is a struggling management function.

##### Discussion of BCC Organizational Climate and Culture

- a. There was a discussion about improving the stakeholder's voice in campus initiatives.

b. The Middle States definition of Effective Shared Governance will be shared with COI members. These guidelines will be helpful.

#### VIII. Adjournment

A motion to adjourn was made and seconded. It was approved by consensus. The meeting adjourned at 3:00 pm.

Next Meeting Date: Monday, May 7, 2012 from 1:00 pm to 2:00 pm, in Wales 203B

## Appendix U- Example of Minutes From Student Assembly

### Student Assembly Meeting Minutes 04/18/2012

Call to order 10:00 am

Members Present: Rae, Salka, Lily, Guthrie, Willie, Shauntanika, Conner, Hope, Elisabeth, Amelia, Nick McKiernan, Nick Mion, Gwen, Elaine, Andrew

Excused Absences: Calin, Dawn, Alexandra, Crystal

- Minutes from 03/14 and 03/21 and 04/06- Approved

Officer Reports:

Rae-

- COI Survey: Student account and financial aid issues?

Salka-

- Spoke with Family Enrichment Program- Given Daycare options, regarding future of Daycare

Willie-

- Homelessness Awareness Sleepout- 05/02/2012
- \$50 Fundraised for Robbie's Pantry

Guthrie-

- Constitution and Bylaw Amendments ready to be voted on by SA

Lily-

- CA- Working on petitions for E-Board
- Liberty Partnership- Working to be club in order to work with OPP
- Adopting resolution on BCC's shift towards being green

Dave-

- SA role in Civic Engagement
  - o Doug Garner to preside over next meeting
- Stipends- E-mail Dave and Rae with information
- Elections coming up- Online voting only

New Business:

Recycling Committee-

- Brochures for Earth Day to be approved
  - o Approved

- Should students vote on Shared Governance bodies' Bylaws?

o It was decided that Student reps will vote on the matter

- Student With Families Club Proposal

o Approved

Next meeting- Next Friday, on the bus to Liverpool

Meeting adjourned 10:50 am

## **Appendix V- Council for Operational Issues End of the Year Report 2011-2012**

### **Council for Operational Issues End of the Year Report 2011-2012**

Chairperson: John Petkash

#### **2011-2012 Accomplishments**

- First year implementation and start-up.
- Resolving some COI Town Hall issues.
- The feedback given to issues such as the BC Center mission, Zero-Snow Closure?, and other issues.
- Consistent communication of campus initiatives. The initiation of Executive Council correspondence to COI members.
- Increasing faculty and adjunct voting positions on the COI.

#### **2011-2012 Carry-overs to 2012-2013**

- The BC Center
- COI By-laws
- Student issues related to parking and continuing to follow-up
- Continued discussion related to the Clarkson University model for new Entrepreneurial ideas.

## Appendix W- Example of Minutes of the College Assembly ad hoc Election Committee

### College Assembly Ad Hoc Election Committee

**Location:** Monday, March 19, 2012 from 2:00 pm to 3:00 pm in Wales 212

**Present:** Rachael Hagerman, Jason Zbock, Michelle Perricone, Andrea Wade, Gwen Nieves, Lisa Strahley

**Absent:** Julianne Martin

- 1) The meeting was called to order at 2:00 pm.
- 2) Minutes from the March 12<sup>th</sup> meeting, a nomination form, a ballot form, and meeting agenda were distributed to committee members.
- 3) The committee looked over the nomination form and made the following changes:
  - Changed under constituencies section: Part-time Instructional Adjuncts to Instructional Adjuncts (part-time and full-time)
  - Added clarification from the CAI under Full-time Non-Instructional Nominations.
  - Add a line under the At large position under the COI
- 4) The committee looked over the Shared Governance Election Ballot and made the following changes:
  - Under the Constituencies section changed Part-time Instructional Adjuncts to Instructional Adjuncts (part-time and full-time) and also eliminated “includes full-time adjuncts”.
  - Bolded “all constituencies to which you belong”.
  - By the Constituencies section change “circle yours” to “circle all that apply”.
  - Renumber the At-large position to #9
  - Under the COI add a slot for Instructional Adjunct
- 5) Michelle will meet to edit the nomination form and election ballot.
- 6) Jason will distribute to committee for final review by Thursday, March 22<sup>nd</sup>
- 7) The committee discussed the most optimal way to deliver the nomination form and election ballot to the campus.
- 8) Lisa will ask Doug about using the lock box for ballot return and report back to the committee. The ballot return will be by April 27<sup>th</sup>.
- 9) The committee agreed that multiple approaches for distribution will be effective. These methods could include intercampus mail, email, or by personal request.
- 10) Michelle will facilitate the distribution process.
- 11) Jason will create common language for the CA, CAI, and COI election process and report back to the committee.
- 12) The meeting adjourned by 2:50 pm.

**The next meeting:** Monday, March 26, 2012 at 1:00 pm in Wales 212.

## **Appendix X- Proposed Shared Governance Election Process Draft- March 28, 2012**

### **BCC Shared Governance Election Process-March 28, 2012 DRAFT**

The BCC Shared Governance election process will be facilitated by the College Assembly Ad Hoc Elections Committee each spring semester. Following is a list of steps for the College Assembly Ad Hoc Elections Committee to fill upcoming vacant College Assembly (CA), Council for Academic Issues (CAI), and Council for Operational Issues (COI) positions that are elected by members of a specific constituency or the entire BCC faculty and professional staff.

- 1) The College Assembly secretary will establish the College Assembly Ad Hoc Elections Committee in February. The committee composition will be the secretary of the College Assembly, secretaries of the Council for Academic Issues and Council of Operational Issues, and additional members as needed.
- 2) The College Assembly secretary will convene the first committee meeting in early March.
- 3) At the first meeting the members will nominate a chair and committee secretary.
- 4) At the first meeting the members will also create an elections timeline and schedule additional meetings as needed.
- 5) The secretaries of the CA, COI, and CAI will review upcoming vacant positions and current constituencies. Get list of all employees broken down into classification from Human Resources and determine which positions need to be filled for each of the three bodies.
- 6) The committee will create a nomination form and election ballot.
- 7) The committee will distribute nomination forms to the entire campus late March. For information for those interested in serving on one of the shared governance bodies post schedule for upcoming Fall meetings and general meeting days and times for the upcoming Spring (and locations) campus-wide within a campus correspondence. This information should also be posted on the shared governance webpage so potential candidates will know when all meetings are held.
- 8) Announce deadline for nominations to be submitted to the SG secretaries via email.
- 9) The committee will collect nomination forms
- 10) Ask BCC president to distribute Campus-wide email encouraging people to participate.
- 11) Once nominations are received, contact nominees to see if they accept. Solicit nominations again for any positions for which nominees have declined their nomination.
- 12) Create ballots that list candidate's names, positions for which they are running and the constituency they represent, description of their responsibilities (meeting attendance, representation of their respective constituency, etc.), and have each candidate provide a two-sentence bio.
- 13) Ballots are distributed to constituency of each body—one ballot and envelope per voter. Announce deadline for voting (one week after ballots go out) and location of ballot box in a central location. Voter must sign (and PRINT) their name on the back of their envelope. Someone on election committee will check off each name on a master list of

employees to insure that each person only votes once and only votes for someone within their classification. Ballots will be kept secret.

- 14) Count ballots with a rep from each of the four SG groups. Person with highest number of votes is elected. If a person votes outside his or her constituency are then the vote will not be counted.
- 15) College Assembly will address what happens in case of a tie.
- 16) College president sends out campus-wide announcement with congratulations to those elected. Results are posted on portal.
- 17) If a person wants to ask for a recount a written letter with justification has to be sent to the College Assembly Chairperson within a week of the posted result.
- 18) Newly elected members of the CA, CAI, and COI will attend the last spring meeting of the semester they were elected.



## Appendix Y- Campus E-Mail Announcement of Spring 2012 Shared Governance Election Results

### Shared Governance Election Results and Meeting Schedules

#### Inbox

May 1, 2012

Thank you to everyone who voted in the recent Shared Governance elections!  
Congratulations and welcome, new members!

#### College Assembly (CA)

- Patrick O'Bryan-FT Instructional Faculty, Business and Public Services
- Scott Corley-FT Instructional Faculty, Liberal Arts
- Howard Streby-FT Non-Instructional Faculty
- Nathan Walz-FT Non-Instructional Faculty
- Penny DelFavero-At Large

#### Council for Operational Issues (CAI)

- Cathy Schuldt-FT Instructional Faculty
- Howard Streby-FT Non-Instructional Faculty
- Mindi Townsend-At Large

#### Council for Academic Issues (COI)

- Lenny Grozier-FT Instructional Faculty, Liberal Arts
- Tuong Nguyen-FT Instructional Faculty, Liberal Arts
- Mary Donnelly-FT Instructional Faculty, Liberal Arts
- Erin O'Hara Leslie-FT Instructional Faculty, Health Sciences
- Brian Loy-FT Instructional Faculty, Business and Public Services
- Tera Doty-Blance-FT Non-Instructional Faculty, Sys. Analyst, Programmer,  
Instuct. Designer, Network/Telecom Specialist, Tech Asst.
- Wes Warren-Department Chair, Business and Public Services
- Larry Alger-At Large

---

#### Final Shared Governance Meetings for Spring 2012:

College Assembly, Wednesday, May 9, 8-9 a.m., Wales 203B

Council for Academic Issues, Thursday, May 3, 11 a.m.-noon, Wales 203B

Council for Operational Issues, Monday, May 7, 1-2 p.m., Wales 203B

---

#### Fall 2012 Shared Governance Meetings

—All meetings will be held in Wales 203B—

#### COLLEGE ASSEMBLY (CA)

- |                      |             |
|----------------------|-------------|
| Monday, September 10 | 3-4:30 p.m. |
| Monday, September 24 | 3-4:30 p.m. |
| Monday, October 15   | 3-4:30 p.m. |
| Monday, October 29   | 3-4:30 p.m. |
| Monday, November 12  | 3-4:30 p.m. |
| Monday, November 26  | 3-4:30 p.m. |
| Monday, December 10  | 3-4:30 p.m. |

**COUNCIL FOR ACADEMIC ISSUES (CAI)**

Wednesday, September 5	3-4:30 p.m.
Wednesday, September 19	3-4:30 p.m.
Wednesday, October 3	3-4:30 p.m.
Wednesday, October 17	3-4:30 p.m.
Wednesday, October 31	3-4:30 p.m.
Wednesday, November 14	3-4:30 p.m.
Wednesday, November 28	3-4:30 p.m.
Wednesday, December 12	3-4:30 p.m.

**COUNCIL FOR OPERATIONAL ISSUES (COI)**

Thursday, September 13	8:30 a.m.-10 a.m.
Thursday, September 27	8:30 a.m.-10 a.m.
Thursday, October 11	8:30 a.m.-10 a.m.
Thursday, October 25	8:30 a.m.-10 a.m.
Thursday, November 8	8:30 a.m.-10 a.m.
Thursday, November 29	8:30 a.m.-10 a.m.
Thursday, December 13	8:30 a.m.-10 a.m.

## 2<sup>ND</sup> ANNUAL SHARED GOVERNANCE KICKOFF

---

*August 30, 2012, 7:30 – 8:30 am*

*Decker 201/Klee Center*

*Breakfast includes fresh homemade Gimme Cookie muffins, bagels, fruit, juice, coffee & tea*

### AGENDA

- I. WELCOME AND INTRODUCTIONS  
(DR. TRACY CURTIS, COLLEGE ASSEMBLY CHAIR)
- II. ROLE OF SHARED GOVERNANCE AT BCC  
(DR. KEVIN DRUMM)
- III. ROLE OF SHARED GOVERNANCE IN ACADEMIC AFFAIRS  
(DR. FRANCIS BATTISTI)
- IV. BRAINSTORMING OF SHARED GOVERNANCE MEMBERS  
(CO-FACILITATED BY DR. TRACY CURTIS AND JASON ZBOCK)
  - A. INTERACTIONS BETWEEN THE COLLEGE ASSEMBLY (CA), COUNCIL FOR OPERATIONAL ISSUES (COI), COUNCIL FOR ACADEMIC ISSUES, AND STUDENT ASSEMBLY (SA)
  - B. PROACTIVE DIRECTIONS
  - C. EFFICIENCY OF MEETINGS
  - D. COMMUNICATION TO CONSTITUENTS
  - E. JOINT AGENDA TOPICS
  - F. OTHER
- V. CONCLUSION  
FIRST MEETING REMINDERS (JASON ZBOCK AND MICHELLE PERRICONE)  
— ALL MEETINGS ARE SCHEDULED FOR WALES 203B —
  - A. COLLEGE ASSEMBLY: MONDAY, SEPTEMBER 10, 3-4:30 PM
  - B. COUNCIL FOR ACADEMIC ISSUES: WEDNESDAY, SEPTEMBER 5, 3-4:30 PM
  - C. COUNCIL FOR OPERATIONAL ISSUES: THURSDAY, SEPTEMBER 13, 8:30-10 AM
  - D. STUDENT ASSEMBLY: WEDNESDAY, AUGUST 29, 11:00 AM

## Appendix AA- Selected Examples of Unit Assessment Reports 2011-12

### Unit Assessment Report 2011-12

#### Unit Name: Finance – Accounts Payable Area

**Mission:** is to pay vendors accurately and in a timely fashion.

**Contact person:** Janice Blincoe

**Email:**

**Phone:**



#### Part I. (box will expand as information is being added)

Goal  (Only list goals you can measure and support with quantitative or qualitative data)	Strategic Direction  (The goal is linked to what strategic direction)	Measure  (How will you determine when you achieve the goal?)	Activity  (What do you plan to do to achieve the goal?)	Reporting Date/Cycle	Results	Recommended Changes/Actions
Create vendor #s in our Banner system upon receipt of W-9.	5/6	Maintain a paper file of W-9 forms for all A/P vendors and the creation of vendor #.	Contact vendor to obtain a completed W-9 form. Enter vendor info into Banner to create vendor # upon receipt of W-9.	Quarterly	Vendors will be set up in Banner in order to be able to purchase from them after receipt of completed W-9 forms.	Reviewing process for improvement.

Process accurate payments to vendors.		Vendor complaint log.	Review invoices, Pos, or travel forms to ensure purchases meet purchasing guidelines. Enter invoice into Banner system to generate payment.	Quarterly	Vendors receive accurate payments.	
Vendors requiring 1099 forms are mailed forms by 1/31 & file is sent to IRS.		100% of 1099-Misc forms are mailed by 1/31.	Initiate 1099 file in Banner. Edit 1099 file to meet IRS requirements. Print 1099s. Mail 1099s. Send file to IRS.	February	Independent contractor vendors receive 1099-Misc form in order to file their taxes.	No action required.

**Part II. Please complete the following additional questions:**

- 1. In several sentences, briefly describe the process you used to collect data in support of your goals. Using the form set up for reporting, we are able to maintain information needed as it happens.**
  - 2. In a few sentences, please explain the two or three most important things you learned about your unit. Our unit works with more concrete type reporting issues based on set guidelines we have to follow.**
  - 3. In a few sentences, please describe how you used or plan to use the data you collected. Please describe any changes to be made as a result of what you learned. What, if anything, prevented you from using your data? The data collected provides information of how we are achieving our goals. In the future, I plan to expand our reporting to include more information.**
  - 4. How will you use the evidence collected in planning or resource allocation? The info collected will be used to determine what can be improved upon.**
- 1. Did you learn anything about doing assessment this year that will be useful to you in doing assessment next year? The process could be improved upon.**

## Unit Assessment Report 2011-12

### Unit Name: Registrar's Office

**Mission:** The mission of the Registrar's Office is to provide excellent service and to support current student, alumni, faculty and staff, in a timely, accurate, and user friendly manner in accordance with college policies and state and federal regulations.

**Contact person: Marty Guzzi**

**Email:** guzzimj@sunybroome.edu

**Phone:** 778-5295

#### Part I. (box will expand as information is being added)

Goal  (Only list goals you can measure and support with quantitative or qualitative data)	Strategic Direction  (The goal is linked to what strategic direction)	Measure  (How will you determine when you achieve the goal?)	Activity  (What do you plan to do to achieve the goal?)	Reporting Date/Cycle	Results	Recommended Changes/Actions
Students utilize MyCollege to register online effectively.	1.0	When students achieve a minimum of 70% satisfaction with we registration	Based upon results of web satisfaction survey, implement suggestions that are warranted.	Annual basis; 9/15	Survey development is in process.	Depending upon survey results, seek ways to enable web registration to be a relatively easy process for students. Thus far, we decided not to require an alternate PIN for winter and summer registration for all students. We produced and posted web registration

Students would read and understand the registration warning messages.	1.0	Seek a 70% error free registration transactions	Send notices to students, post information on MyCollege reminding students of the importance of registering into the appropriate course work	Annual Basis; 9/15	Argos report has been programmed Report will be run at the end of the 2012 fall registration cycle	Thus far, implemented outcome tracking in Banner which displays warning message for inappropriate coursework
Determine the number of drop add transactions performed by staff in the Registrars Office	1.0, 5.0 & 6.0	Develop a program that extracts this information into a report format.	Count the number of transactions performed by staff in the Registrars office and determine if we need additional resources or if we may need to re-engineer our process for drop add	Annual Basis; 9/15	Argos report has been developed last year our office completed a total of 65,168 drop adds	Continue to advocate to convert the part time clerk into a full time clerk position; possibly program Banner to allow students to drop and add after the refund period.
Determine the length of time it takes the Registrars Office to process grades and academic standing.	1.0, 5.0 and 6.0	Keep track of when programs are run, how long it takes to run programs and process grades and academic standing. Determine percentage	Use results to show the importance of allowing Registrars office to process grades over curtailment and keep doors closed to public unless additional resources can be dedicated to our operation at that time. Remind faculty of the importance of	Annual Basis; 9/15	Argos reports have been developed to streamline grade processing. Staff from Continuing Education were trained to answer general questions pertaining to the Registrars office while working over curtailment.	Continue to allow Registrars office to focus on grade processing over curtailment while allowing staff in other offices to field questions from the public

		of grades that are submitted on time.	submitting grades on time.			
--	--	---------------------------------------	----------------------------	--	--	--

**Part II. Please complete the following additional questions:**

2. In several sentences, briefly describe the process you used to collect data in support of your goals. Thus far, we are relying on reports from Information Technology Services (ITS). These reports are developed out of Argos. Our office reviews the fields, in Banner, in which information is entered onto the system. We then submit a Computing Service Request (CSR) to ITS indicating what parameters to use to program the reports. Once the program is completed, it is placed in either the Registrars or Student folder in Argos. Once this process is completed, the reports can be generated on demand.
3. In a few sentences, please explain the two or three most important things you learned about your unit. I learned that our office conducts a very high volume of processing drop add registration transactions (most of these occur after web registration is over). During the year 2011, staff in the Registrars office processed a total of 65,168 drop and add registration transactions.

After processing academic standing at the conclusion of the 2011 fall semester, I learned that it only took our office 3 days to run the blank grade program, the roll grade program, the repeat program, the grade point average calculation program and the academic standing program. Within that 3 day period I also learned it took our office to review all academic standings and produce the academic standing reports . We processed a total of 25,277 grades (774 grades were blank or missing), 1,232 courses were repeated, 321 students were academically dismissed, 640 students were placed on academic probation and 150 students continued on probation. It should be noted that these process were accomplished only for those who submitted grades on time. It should also be noted that our office was closed to the public during that time so we could focus on processing grades

4. In a few sentences, please describe how you used or plan to use the data you collected. Please describe any changes to be made as a result of what you learned. What, if anything, prevented you from using your data? Since our office did approximately 65,000 drop / add transactions, we are seeking ways to reduce this number. We are in the process of checking to see if Banner can be set up to allow students to drop and add themselves after the refund period. If we have Banner programmed correctly, this may be a possibility. If Banner cannot be programmed to function in this manner, we may have to seek additional human resources to operate more efficiently.



**Between the fall and spring semester, there is a very small window to process grades and academic standing so financial aid can be awarded accordingly. We were able to process grades in 3 days last winter because our office was closed to the public which enabled us to process grades in a relatively short period of time. I will use this data to support keeping our office closed during this grade processing cycle. If the office needs to be open to the public at this time, I will advocate for additional human resources in an effort to accommodate the public and process grades in an efficient manner.**

- 5. How will you use the evidence collected in planning or resource allocation? Since we are now offering a winter term and implementing more centralized registrations, I will advocate for more human resources during the time period of ending the fall semester, holding the winter semester and beginning the spring semester.**
- 6. Did you learn anything about doing assessment this year that will be useful to you in doing assessment next year? I believe there are many different areas, in which the Registrars office is involved with, that can be measured. Although it takes time and effort to develop programs, submit CSR's, run reports and analyze data, it may benefit us when seeking additional human resources and or re-engineering our processes.**

## Unit Assessment Report 2011-12

### Unit Name: Criminal Justice

**Mission:** (A unit-level mission statement is a broad statement that explains the overall purpose or function of the unit as related to BCC mission statement.)

**Contact person:** Kathleen McKenna

**Email:** [mckennakm@sunybroome.edu](mailto:mckennakm@sunybroome.edu)

**Phone:** 778-5139

#### Part I. (box will expand as information is being added)

<b>Goal</b>  (Only list goals you can measure and support with quantitative or qualitative data)	<b>Strategic Direction</b>  (The goal is linked to what strategic direction)	<b>Measure</b>  (How will you determine when you achieve the goal?)	<b>Activity</b>  (What do you plan to do to achieve the goal?)	<b>Reporting Date/Cycle</b>	<b>Results</b>	<b>Recommended Changes/Actions</b>
Offer evening training in ANGEL to adjunct department faculty to allow them to supplement their classes or to teach on line.	1.0 Enhance the student experience to allow each to reach his or her full potential.	Assess how many faculty are trained	Collaborate with the TRC to offer the 6-hour ANGEL training at an evening time convenient for adjunct faculty members who are employed full time during the day.	Complete the training during the 2011-2012 academic year	Training was offered in Fall 2012, and 6 adjunct faculty members completed the training. The department chair took the course for a second time as well.	Individual faculty members should follow up, as needed, with TRC personnel for one-on-one assistance implementing their new ANGEL skills in their courses.

**Part II. Please complete the following additional questions:**

**7. In several sentences, briefly describe the process you used to collect data in support of your goals.**

- We took attendance at the trainings.

**8. In a few sentences, please explain the two or three most important things you learned about your unit.**

- We knew, but confirmed, that our adjunct faculty members are truly dedicated to the department, and are willing to go the extra mile for the department, their teaching, and their students.
- We learned that some of us were ready to run with ANGEL after the course, while others of us will need to seek one-on-one assistance with ANGEL as we work to supplement our courses.
- We decided that it is important to offer a meal when we invite faculty to evening meetings/trainings.

**9. In a few sentences, please describe how you used or plan to use the data you collected. Please describe any changes to be made as a result of what you learned. What, if anything, prevented you from using your data?**

- We now know that the majority of our department members are trained in ANGEL.

**10. How will you use the evidence collected in planning or resource allocation?**

- As we plan for future evening meetings/trainings, it is important for faculty to replenish our Department's Foundation account, to be sure that we have money available for meals for those meetings. The CRJ chair has contacted the Foundation to request payroll deduction cards.

**11. Did you learn anything about doing assessment this year that will be useful to you in doing assessment next year?**

- A useful follow-up would be to survey faculty members who participated in ANGEL training to see how/if they are implementing the ANGEL training. It would be helpful to know what aspects of ANGEL they have incorporated into their classes. It would be helpful to share that information with the TRC as well, and to seek additional training as needed.

## Unit Assessment Report 2011-12

### Unit Name: Dental Hygiene Department

**Mission:** “The BCC Dental Hygiene Curriculum is designed to prepare graduates who meet the requirements for an A.A.S. degree and are prepared to take regional and national licensure examinations. The curriculum prepares students for practice in accordance with the New York State Dental Practice Act,” and to enter the profession as a competent entry-level dental hygienist.”

**Vision:** The Broome Community College Dental Hygiene program will be recognized as a premier dental hygiene program in New York State, distinguished by graduates who serve their communities.

**Contact person: Maureen Hankin**

**Email: hankinmr@sunybroome.edu**

**Phone: 607-778-5393**

#### Part I. (box will expand as information is being added)

Goal	Strategic Direction	Measure	Activity	Reporting	Results	Recommended Changes/Actions
<b>Goal 1.</b> To maintain a curriculum reflecting the contemporary practice of dental hygiene.  <b>Goal 2.</b> To comprehensively prepare individuals to enter the profession as competent entry level dental hygienists.  <b>Goal 3.</b> To provide graduate dental hygienists the opportunity to further their professional development.	<b>1.0</b> Enhance the student experience to allow each to reach his or her full potential  <b>2.0</b> Provide learning experiences that effectively prepare students for transfer or careers and enhance their development as scholars, citizens, and individuals	85% pass rate of the Dental Hygiene National Board within 6 months of graduation.	Review National Dental Hygiene Board results.	Annually post-graduation	06 = 100% 07 = 100%  08 = 100% 09 = 100% 10 = 100% 11 = 100% 12 = 13 =	<ul style="list-style-type: none"> <li>• Incorporated Mock National Board Exam into curriculum</li> <li>• NERB Review CSCE before National Board</li> <li>• Implementation of Competitive Admission</li> <li>• Prohibited the students to take the exam prior to graduation.</li> <li>• Students attended DHS Board Review through the SADHA Club</li> <li>• Student completed numerous updated mock board exams</li> <li>• Used updated Case Studies Text/Thomson</li> </ul>

**Part II. Please complete the following additional questions:**

**12. In several sentences, briefly describe the process you used to collect data in support of your goals.**

Data becomes available through the American Dental Association, Commission of Dental Accreditation annually and a also a five year composite.

**13. In a few sentences, please explain the two or three most important things you learned about your unit.**

We found that not allowing the students to take the National Dental Hygiene before graduation improved board score results. Also accommodating the students to attend the Dental Hygiene Seminar Board review course in Boston also improved the board scores.

**14. In a few sentences, please describe how you used or plan to use the data you collected. Please describe any changes to be made as a result of what you learned. What, if anything, prevented you from using your data?**

This data is reported to the American Dental Association, Commission on Dental Accreditation Annual Report and the upcoming accreditation self-study.

**15. How will you use the evidence collected in planning or resource allocation?**

The club advisor will continue to request funding to allow the students to attend the board review course in Boston.

**16. Did you learn anything about doing assessment this year that will be useful to you in doing assessment next year?**

Assessment data will continually be collected in order re-evaluate our curriculum and make changes as necessary.

## Appendix BB- Selected Examples of Student Learning Assessment Reports 2011-12

<b>Program/Department Assessment Report to Academic Division and Standing Committee on Student Learning Assessment</b>	
<b>Program/Department: Mathematics</b>	<b>Report Date: May 2012</b>
<b>Part 1: Previous Assessment Cycle. As appropriate, please outline the impact on student learning, if any, of previously recommended actions that were implemented.</b>	
<p>From the Mathematics Department 2009 Report:</p> <p>“We will attempt to make as few changes to the assessment instruments as possible this time. Faculty at every level, including (maybe even especially) developmental courses, will be encouraged to structure classroom activities for each course that speak to the five learning outcomes. Together we will develop a list of general sample question types designed to demonstrate each of the outcomes. We also are instituting a proprietary website for math faculty to share learning activities and assessments that stimulate active student involvement and give students practice with the skills required to achieve the outcomes. “</p> <p>The assessment instruments were modified slightly in an attempt to clarify the desired response. One question was added to the MAT 136 assessment to address Outcome 1, and several parts of the MAT 124 assessment were reordered. The rubrics were updated accordingly. Gen Ed Outcomes were added to the objectives for every course in 2011, to help make everyone familiar with them. General sample questions were collected for some courses, but discussion of them took 2<sup>nd</sup> place to campus-wide assessment issues (forming Department goals, then preparing for the upcoming cycle of Gen Ed assessment)</p> <p>Changes in the campus network derailed implementation of a Department website for faculty use.</p>	

Program/Department Assessment Report to Academic Division and Standing Committee on Student Learning Assessment						
Program/Department: Mathematics				Report Date: May 2012		
Part 2: Current Assessment Cycle						
Program Learning Outcomes	Assessment Methods	Criteria for Success	Assessment Timeline	Assessment Results	Actions Recommended/ Taken	Institutional Resources Needed to Implement Recommendations
1. Interpret and draw inferences from mathematical models such as formulas, graphs, tables and schematics. 2. Represent mathematical information symbolically, visually, numerically and verbally. 3. Employ quantitative methods such as, arithmetic, algebra, geometry, or statistics to solve problems. 4. Estimate and check mathematical results for reasonableness. 5. Recognize the limitations of mathematical and statistical methods.	Assessment questions were included in the Final Exam for MAT 124 and MAT 136 in the fall semester. Each artifact was scored by two people from the Math Gen Ed Committee. In cases of disagreement, the two scorers discussed the response and arrived at a mutually agreeable score.	≥ 60% of students meeting or exceeding the standard in each of 5 specified learning outcomes.	This assessment was one semester late from our original plan to assess in Spring 2011	Students did not meet the goal for Outcomes 1, 2, 4, and 5. Technical problems with the assessment instruments cast doubt on the reliability of the results.	A new method of collecting data will be implemented in the fall 2012 semester, closely involving all instructors of target courses. The instructors will be educated about Outcomes 4 and 5 at the beginning of the semester, and will take part in the development and scoring of assessment instruments to build familiarity.	To continue our 2009 action of implementing a website, training needs to be provided on how to access, use, and update any Department web space provided by the College. Incentive for faculty, in particular adjuncts, to attend workshops/conferences relevant to mathematics assessment is needed.

<b>Clinical Laboratory Technologies</b> <b>Unit Assessment Report to Standing Committee on Student Learning Assessment</b>	
<b>Program/Department: Clinical Laboratory Technician Program</b>	<b>Report Date: May 23, 2012</b>
<b>Part 1: Previous Assessment Cycle. As appropriate, please outline the impact on student learning, if any, of previously recommended actions that were implemented.</b>	
<p>Based on the student exit surveys and the scores in the Urinalysis section of the ASCP Certifying exam, the department decided that the students needed to have more experience in Urinalysis and, therefore, changes needed to be made to the CLT 202 Urinalysis and Body Fluids course. The department moved one credit from CLT 207 Clinical Chemistry (as an assessment of that course determined that there was too much laboratory time) to CLT 202 Urinalysis and, likewise, the laboratories were reduced and increased, respectively, by one hour. Also, the lecture portion of the course was moved to a fully-online course, leaving all of the 'classroom' time to the laboratory activities. In addition, we reworked the laboratory schedule to remove unnecessary laboratory activities and expanded the length of time the students had to practice urine dips and microscopic examinations by two weeks each.</p> <p>Based on instructor interactions with students in various laboratories and the results of student clinical evaluations, the department determined that they needed to make students more aware of their professionalism and how to improve in areas if they were lacking. An Exit Competency Survey was created by the department, each faculty member was to complete it for each student in all the laboratory courses in the curriculum, and the students were required to complete it themselves as a self evaluation.</p>	



Clinical Laboratory Technologies							
Unit Assessment Report to Standing Committee on Student Learning Assessment							
Program/Department: Clinical Laboratory Technician Program				Report Date: May 23, 2012			
Part 2: Current Assessment Cycle							
Student Learning Outcome(s)	Service/ Activity/ Experience	Assessment Methods	Criteria for Success	Assessment Timeline	Assessment Results	Actions Recommended/ Taken	Institutional Resources Needed to Implement Recommendations
Perform analytical tests of body fluids, cells, and other substances	Expand laboratory time for course overall, expand the number of hours assigned specifically to the urine dipstick and urine microscopic activities	ASCP Itemized Board Exam scores, specifically in the Urinalysis section	Scores above 500	2011	The average score was 569 for the Urinalysis section.	Maintain the changes made as the average exam scores increased by 100 points.	None necessary.

Demonstrate professional conduct and interpersonal communication skills with patients, laboratory personnel, other healthcare professionals, and with the public	Incorporate Exit Competency Survey in each laboratory course	<p>Student Clinical Evaluations</p> <p>Completion rate of the Exit Competency Survey in each laboratory Course</p> <p>Completion rate of the Student Self Evaluation</p>	<p>More than 90% of students receiving a rating of "Satisfactory" on Student Clinical Evaluations</p> <p>100% Completion rate of Exit Competency Survey by the Instructor in each laboratory course</p> <p>100% Completion rate of the Self Evaluation by the student.</p>	AY 2010-2011	<p>100% of students completing clinical rotations received a rating of "Satisfactory" on their Student Clinical Evaluation.</p> <p>63% Completion rate of Exit Competency Survey completed by Instructors.</p> <p>50% Completion rate of Self Evaluation Completed by students.</p>	<p>Survey was EXTREMELY time consuming for each instructor to complete. To improve this we will look for a means to complete the survey as a quiz in Angel and consider meeting as a department to discuss each student and complete one assessment for the entire department, rather than each individual lab. We will also tie the completion of the Self Evaluation by the Student to a grade (but not the evaluation itself).</p>	Departmental Meeting time will be devoted to completing the recommended actions.
--	--	--	--	--------------	---	---	--

<b>Student and Community Engagement Division</b> <b>Unit Assessment Report to Standing Committee on Student Learning Assessment</b>	
<b>Program/Department:</b> Counseling Services <b>5/17/1012</b>	<b>Report Date:</b>
<b>Part 1: Previous Assessment Cycle. As appropriate, please outline the impact on student learning, if any, of previously recommended actions that were implemented.</b>	
We did not measure a learning outcome in prior cycles.	

Student and Community Engagement Division Unit Assessment Report to Standing Committee on Student Learning Assessment							
Unit: Counseling Services				Report Date: 5/17/12			
Part 2: Current Assessment Cycle							
Student Learning Outcome(s)	Service/ Activity/ Experience	Assessment Methods	Criteria for Success	Assessment Timeline	Assessment Results	Actions Recommended/ Taken	Institutional Resources Needed to Implement Recommendations
After receiving Strong Interest Inventory interpretation student will be able to report career titles fitting their vocational interests.	Career Counseling	Student will be asked identify career titles within their interest area.	75% of students will be able to identify at least two career titles in their interest areas.	Implemented late in semester	Only a few cards returned at this time. No career counseling is available during summer due to staff cuts.	Continue through fall semester and review results.	None
After receiving Strong Interest Inventory interpretation student will be able to identify the next steps they need to take to investigate career options.	Career Counseling	Student will state what steps they need to take to investigate their career options.	75% of students will be able to identify at least one step to continue their career exploration process.	Implemented late in semester	Only a few cards returned at this time. No career counseling is available during summer due to staff cuts	Continue through fall semester and review results.	None

After receiving Strong Interest Inventory interpretation student will be able to identify O'Net Center as a reliable career resource.	Career Counseling	Students will be asked to respond to a multiple choice question identifying O'Net Center as an accurate resource for career information.	75% of students will be able to identify O'Net as a resource.	Implemented late in semester	Only a few cards returned at this time. No career counseling is available during summer due to staff cuts	Continue through fall semester and review results.	None
---	-------------------	--	---	------------------------------	---	--	------

<b>Program/Department Assessment Report to Academic Division and Standing Committee on Student Learning Assessment</b>	
<b>Program/Department:</b> CRJ/FRS/HLS	<b>Report Date:</b> June 5, 2012
<b>Part 1: Previous Assessment Cycle. As appropriate, please outline the impact on student learning, if any, of previously recommended actions that were implemented.</b>	
<p>In 2009, when we assessed our CRJ program, we determined that our students needed to improve their writing. We met with the Writing Center. We began to require papers in all of our classes, not just in "W" courses. We began to require students to attend the Writing Center.</p>	

Program/Department Assessment Report to Academic Division and Standing Committee on Student Learning Assessment						
Program/Department:			CRJ	Report Date: June 5, 2012		
Part 2: Current Assessment Cycle						
Program Learning Outcomes	Assessment Methods	Criteria for Success	Assessment Timeline	Assessment Results	Actions Recommended / Taken	Institutional Resources Needed to Implement Recommendations
Students will write a police report that meets the standards required on the job.	Students will watch a You Tube video of a crime, and will write a report about the crime, following the standards set out in a rubric provided to them.	<p>A report at the Mastery level will (each category is worth up to 25 points):</p> <p>Have a title and ID the parties;</p> <p>Give the date, time, and detailed information about the location;</p> <p>Correctly ID four or more Penal Code violations;</p> <p>Have no errors in grammar or spelling;</p> <p>Be chronological, detailed, and in paragraph form</p>	Spring 2012	<p>26 students in a first-year course (Juvenile Justice) completed the assessment.</p> <p>3.83% were at the mastery level (100-125 points)</p> <p>42.31% were proficient.(75-99 points)</p> <p>42.31 % were practiced (50-74 points)</p> <p>15.38% were emergent (25-49 points)</p>	<p>Tweak the rubric for greater clarity at each level. (Done)</p> <p>Administer the activity again in a first-year class in Fall 2012, both at the beginning and end of the semester.</p> <p>Share the activity with other CRJ department faculty members (Shared with a new PT hire in May 2012)</p>	<p>Time to share with faculty, and to administer in classes.</p> <p>Assistance from Jason Zbock (Institutional Assessment) as needed for tweaking the process further.</p> <p>Time to grade and to assure inter-rater reliability.</p>

# UNIT ASSESSMENT PROCESS 2012-2013

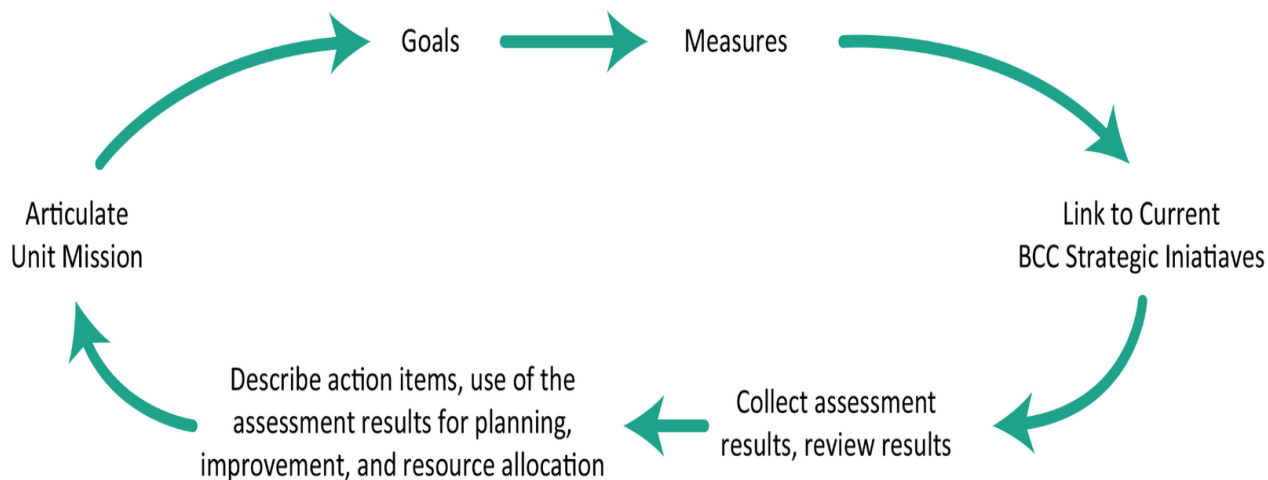
Overview Handout

Unit assessment is completed by the various units on campus such as academic programs or departments (e.g. the Biology Department), academic and educational support units (The Advising Department or Registrar's Office), at the division level (The SCE division), or per initiative (Fast Forward). For faculty, unit assessment focuses on indirect measures of student learning such as student satisfaction survey data, alumni survey results, transfer data, or other articulated goals that support student learning. Direct measurement of student learning is conducted through student learning outcomes assessment in student coursework or student activities. For support staff and administration, unit goals focuses on indirect measures that support the student learning experience based on student satisfaction data, student usage data, or other articulated goals that support the student learning experience or environment.

Middle States expects, and we as a College should also expect, that all units on campus assess their effectiveness on an annual basis. This means that units should have an articulated mission that is consistent with the mission and goals of the College. It also means that units should have clearly identifiable goals that tend towards the completion of the unit mission. The objective here is continuous improvement, which means having a cycle of monitoring our activities and progress towards our goals and the attainment of our mission.

Assessment, in addition to collecting data, asks you to look at what you are doing that contributes to the operation of the College, maintain a record of what you do, report it, and act on it. This is action research. And, it does not require you to fix something that is not broken. It does, however, require you to engage in a cycle of assessment. To meet the assessment standard, units on campus need to develop goals that are based upon the BCC Strategic Initiatives 2012-2013, develop strategies or activities to achieve those goals, assess the results of those strategies, use the assessment for improvement, and implement the needed changes based on assessment results. It becomes a continuous cycle of improvement based on assessment.

**Contact for information:** Jason Zbock, Institutional Effectiveness Officer





## Appendix DD- Unit Goal Articulation Sheet and Assessment Report 2012-13

### Unit Goal Articulation Sheet and Assessment Report 2012-13

#### BCC Strategic Initiatives 2012-2013

1. Enrich the learning and teaching landscape at BCC.
2. Engage the campus, local, regional, and world community in meaningful partnerships which foster innovation and excellence.
3. Seek and refine proactive academic endeavors and student services which assist students in accomplishing their life goals.
4. Sustain and invest in BCC as a learning community.
5. Enhance and sustain the infrastructure and environment for a dynamic living-learning community.
6. Foster an integrated approach which creates a foundation for student empowerment in critical thinking, problem-solving, civic engagement, and self-efficacy.
7. Ensure a sustainable organization with a high level of excellence.

**Unit Name:** \_\_\_\_\_

(A unit can be defined as an academic department, student support office, an academic division, campus initiatives, or other areas of the college)

<b>Mission:</b> (A unit-level mission statement is a broad statement that explains the overall purpose or function of the unit as related to BCC mission statement.)
<b>Name of chairperson or coordinator:</b>
<b>Email:</b>
<b>Phone:</b>

#### Part I. Unit Goal Articulation Section (box will expand as information is being added)

	Unit Goal(s)  Only list goal(s) you can measure and support with quantitative or qualitative data	Strategic Initiative  Indicate to which strategic initiative(s) stated unit goal is linked	Measure  How will you determine when you achieve the goal? Examples of measures include survey of graduates, focus groups, retention data, completion data, transfer data, or student satisfaction data. Note these measures are indirect measures of student learning
1.			
2.			
3.			

**Part II. Completing the Unit Assessment Report**

	<b>Activity</b>  (What do you plan to do to achieve the goal?)	<b>Reporting Date/Cycle</b>  What term will you report your results?	<b>Results</b>  What is the data or where is the data stored?	<b>Recommended Changes/Actions</b>  What actions did you take to improve your unit?
1.				
2.				
3.				

**Part III. Please complete the following additional questions:**

1. In several sentences, briefly describe the process you used to collect data in support of your goals.
2. In a few sentences, please explain the two or three most important things you learned about your unit.
3. In a few sentences, please describe how you used or plan to use the data you collected. Please describe any changes to be made as a result of what you learned. What, if anything, prevented you from using your data?
4. How will you use the evidence collected in planning or resource allocation?
5. Did you learn anything about doing assessment this year that will be useful to you in doing assessment next year?

## Appendix EE- Institutional Assessment Forum Agenda

### **Institutional Assessment Forum Agenda** **Thursday, May 17, 2012,** **from 1:00pm to 3:00pm, in the Student Center Cafeteria** **Agenda**

1. Overview of Institutional Assessment Forum (5 minutes) **Jason Zbock**
2. New BCC mission statement, vision statement, and strategic initiatives and how institutional assessment will support the new BCC Strategic Plan (10 minutes) **Dr. Drumm**
3. Institutional Assessment: Where WE need to be! (5 minutes) **Julie Peacock**
4. Using the assessment process and lessons learned (5 minute presentations)
  - a. Health Science Presentation **Denise Abrams/Rachael Hagerman**
  - b. TRC presentation **Carine Surdey**
  - c. Academic Advising Department **Carla Michalak**
  - d. Criminal Justice Department **Kathleen McKenna/Wes Warren/Ray Oberg**
  - e. Maintenance and Facilities **Phil Testa**
  - f. Teacher Education/Early Childhood Education **Christine A. Duffy-Webb**
5. Breakout meetings, room location, and facilitator: (Remaining time)

***Facilitators will need to recruit recorders for each breakout session in advance.***

- a. Liberal Arts and the Academic Advising Department, TH 101, **Julie Peacock**
- b. Health Sciences, DH 201, **Andrea Wade**
- c. STEM, AT 200, **Kelli Ligeikis**
- d. Academic Affairs Support (TRC, LRC, and LAC), Library Reference Area, **Robin Petrus**
- e. Business and Public Services, BB 110, **Greg Talley**
- f. Student and Community Engagement, Student Center Cafeteria, **Debra Morello**
- g. Administrative and Financial Affairs, Student Center Cafeteria, **Regina Losinger**
- h. Public Affairs and Web & Media Resources, Wales 203A, **Richard David**

**The breakout sessions will allow time for each group to discuss progress made within individual units in the group with regard to institutional assessment processes. Discussion sheets will be provided ahead of time for faculty and staff. Recorders will need to document minutes of the session and minutes should be emailed to Jason Zbock at [zbockjp@sunybroome.edu](mailto:zbockjp@sunybroome.edu)**

Thank you in advance for your participation in this institutional discussion.