SHARED GOVERNANCE
Shared governance offers the opportunity for all faculty, staff, and students to actively contribute to the decision-making process at Middlesex Community College in pursuit of excellence in its educational mission. The governance system ensures open communication among all groups, including the Lead Campus Administrator and administration. The decisions and policies that result from this inclusive model of governance are made better through the collective intelligence of the college community. Not all decisions or actions by members of the campus community are matters of deliberation for the governance system and the governance process is not intended to supersede the designated authority and responsibility of individuals or offices of the college responsible for daily operations. Ultimately, legal authority for decision-making at the college rests with the Board of Regents, which delegates authority for day-to-day operations to the Lead Campus Administrator. The framework of the governance system ensures that the Lead Campus Administrator receives timely input from faculty, staff, and students and gives consideration to their recommendations in addressing issues and making policy.
This model was developed to address concerns about a lack of transparency, accountability, communication, and engagement repeatedly expressed by participants in recent years. The NEASC accreditation report of 2013-14 also identified governance as an area of particular concern at the college. In addition, recent significant budget challenges highlight the need for a nimble yet inclusive decision-making process.

EXECUTIVE COUNCIL
The Executive Council consists of management, and faculty and staff representatives elected in each Assembly acting in an advisory capacity to the Lead Campus Administrator. Duties include strategic planning, scheduling all governance system meetings, reviewing policy recommendations from the Assemblies, communication with the Assemblies, and evaluation of the overall governance system. The Executive Council may establish ad hoc committees and task forces as needed to conduct its work.

EXECUTIVE COUNCIL LEADERSHIP
Chair (one-year term, Chair will be elected in May for the following academic year)
Vice Chair (one-year term, Vice Chair will be elected in May for the following academic year, serves as assistant to the Chair).
Corey Martell, Executive Recorder (ex-officio; Executive Assistant to the Lead Campus Administrator)

EXECUTIVE COUNCIL MEMBERSHIP
Lead Campus Administrator (*ex-officio, non-voting*)
Executive Assistant to the Lead Campus Administrator *(ex-officio Executive Recorder; voting)*
Dean of Academic Affairs
Dean of Students
Dean of Administrative Services
Associate Dean of Development
Visiting Deans when applicable
Director of Human Resources
Director of Institutional Research
Representatives from Assemblies (Chair, Vice Chair)

Three Faculty Representative (one year term, to be elected in May by the Academic Assembly for the following academic year).
Student Senate Representative

EXECUTIVE COUNCIL COMMITTEES
Governance Evaluation Committee

EXECUTIVE COUNCIL PRODUCTS
Strategic Plan, including annual strategic priorities for Assemblies
Annual Calendar of Governance Meetings
Governance Review
Semester Report
Minutes and records of all meetings and decisions

EXECUTIVE COUNCIL REPORTING RELATIONSHIPS
The Executive Council advises the Lead Campus Administrator
The three Assemblies report to the Executive Council
The Governance Evaluation Committee reports to the Executive Council

EXECUTIVE COUNCIL MEETING SCHEDULE
Monthly throughout the calendar year on the third Wednesday of every month
(except in September and March when the meetings will be held on the fourth Wednesday).

ACADEMIC ASSEMBLY

The Academic Assembly brings together monthly all academic faculty and staff to discuss and address academic issues of concern to the college. It makes policy recommendations to the Lead Campus Administrator through the Executive Council on academic matters. The Academic Assembly addresses curriculum, degree requirements, academic standards, academic advising, academic freedom, and Learning Commons. The Assembly facilitates communication between the Executive Council, faculty and academic staff. The Academic Assembly may establish committees and task forces as needed to conduct its work.

ACADEMIC ASSEMBLY LEADERSHIP

Chair (two-year term)
Chair-Elect (one-year term, to be served during the second year of the chair's term)
Recorder (two-year term)
Liaison, *Administrative Assembly*
Liaison, *Student Services Assembly*

ACADEMIC ASSEMBLY MEMBERSHIP

Dean of Academic Affairs (ex-officio, non-voting)
All full-time and part-time faculty
Division Directors
Director of Non-Credit Programs
Academic Support Specialists
Distance Learning
Library
2 Liaisons from other Assemblies (1 from each of the other Assemblies; non-voting)

ACADEMIC ASSEMBLY COMMITTEES

Curriculum Committee

ACADEMIC ASSEMBLY PRODUCTS

The Academic Assembly will act on all action items brought to the Assembly and forward the Action Item to the Executive Council with its recommendation or return it to the Originator if changes are needed before a decision can be made.
Program & Curriculum Proposals
Minutes and records of all meetings and decisions
Semester Report

ACADEMIC ASSEMBLY REPORTING RELATIONSHIPS

The Academic Assembly reports to the Executive Council.
The Curriculum Committee reports to the Academic Assembly.

ACADEMIC ASSEMBLY MEETING SCHEDULE

Monthly throughout the academic year on the second Tuesday of every month (except in September and March when the meeting will be held during the third week).

ADMINISTRATIVE ASSEMBLY

The Administrative Assembly brings together monthly all administrative staff to discuss and address administrative issues of concern to the college. It makes policy recommendations to the Lead Campus Administrator through the Executive Council on administrative matters. The Administrative Assembly addresses fiscal, budget, human resources, facilities, space allocation, safety, hazard mitigation, security, and information technology. The Assembly facilitates communication between the Executive Council and the administrative staff. The Administrative Assembly may establish committees and task forces as needed to conduct its work.

ADMINISTRATIVE ASSEMBLY LEADERSHIP

Chair (two-year terms)
Chair-Elect (one-year term, to be served during the second year of the chair's term)
Recorder (two-year term)
Liaison, *Academic Assembly*
Liaison, *Student Services Assembly*

ADMINISTRATIVE ASSEMBLY MEMBERSHIP

Dean of Administration (ex-officio, non-voting)
Associate Dean of Development
Information Technology
Finance
Human Resources
Maintenance
2 Liaisons from other Assemblies (1 from each of the other Assemblies; non-voting)

ADMINISTRATIVE ASSEMBLY COMMITTEES

Formed as needed by recommendation of Executive Council

ADMINISTRATIVE ASSEMBLY PRODUCTS

The Administrative Assembly will act on all action items brought to the Assembly and forward the Action Item to the Executive Council with its recommendation or return it to the Originator if changes are needed before a decision can be made.
Minutes and records of all meetings and decisions
Semester Report

ADMINISTRATIVE ASSEMBLY REPORTING RELATIONSHIPS

The Administrative Assembly reports to the Executive Council.

ADMINISTRATIVE ASSEMBLY MEETING SCHEDULE

Monthly throughout the calendar year on the second Thursday of every month (except in September and March when the meeting will be held in the third week). Meetings are mandatory.

STUDENT SERVICES ASSEMBLY
The Student Services Assembly brings together all student services staff to discuss and address student service issues of concern to the college. It makes policy recommendations to the Lead Campus Administrator through the Executive Council on all student service matters. The Student Services Assembly addresses student recruitment and retention, enrollment management, academic advising, student orientation, graduation, student activities, Title IX, disability support services, and counseling. The Student Services Assembly facilitates communication between the Executive Council and the student services staff. The Student Services Assembly may establish committees and task forces as needed to conduct its work.

STUDENT SERVICES ASSEMBLY LEADERSHIP
Chair (two-year term)
Chair-Elect (one-year term, to be served during the second year of the chair's term)
Recorder (two-year term)
Liaison, *Administrative Assembly*
Liaison, *Academic Assembly*

STUDENT SERVICES ASSEMBLY MEMBERSHIP
Dean of Student Services (ex-officio, non-voting)
Enrollment Services
Advising
Retention
Disability Services
Financial Aid
2 Liaisons from other Assemblies (1 from each of the other Assemblies; non-voting)

STUDENT SERVICES ASSEMBLY COMMITTEES
Formed as needed by recommendation of Executive Council

STUDENT SERVICES ASSEMBLY PRODUCTS
The Student Services Assembly will act on all action items brought to the Assembly and forward the Action Item to the Executive Council with its recommendation or return it to the Originator if changes are needed before a decision can be made.
Minutes and records of all meetings and decisions
Semester Report

STUDENT SERVICES ASSEMBLY REPORTING RELATIONSHIPS
The Student Services Assembly reports to the Executive Council

STUDENT SERVICES ASSEMBLY MEETING SCHEDULE
Monthly throughout the calendar year on the second Tuesday of every month (except in September and March when the meeting will be held in the third week). Meetings are mandatory.

CURRICULUM COMMITTEE
The Curriculum Committee will review proposals and make recommendations to the Academic Assembly on new and revised programs and courses, academic calendar, academic standing, graduation requirements, grading policy, course substitution, waivers, withdrawal, prior learning assessments, and independent study.

CURRICULUM COMMITTEE LEADERSHIP
Co-Chairs (2) one responsible for Gen. Ed. Assessment, the other for traditional responsibilities. (Co-Chairs to be elected to staggered terms for continuity).
Chair-Elect elected to staggered terms biannually.
A Recorder may be elected annually or designated on a monthly basis.

CURRICULUM COMMITTEE PRODUCTS
Minutes and records of all meetings and decisions
Semester Report
The Curriculum Committee will act on all proposals brought to the committee and forward the proposals to the Academic Assembly with its recommendation or return it to the Originator if changes are needed before a decision can be made.

CURRICULUM COMMITTEE REPORTING RELATIONSHIPS
The Curriculum Committee reports to the Academic Assembly.

CURRICULUM COMMITTEE MEETING SCHEDULE
Monthly throughout the calendar year on the first Tuesday of every month
(except in September and March when the meeting will be held in the second week). Curriculum Committee will meet in person or electronically during months faculty are off contract ONLY if there is an unusual and time-sensitive need that must be processed through this Committee.

CURRICULUM COMMITTEE MEMBERSHIP
One Counselor (to be decided in conjunction with immediate Supervisor)
Associate Registrar
Librarian
Dean of Academic Affairs (or designee)
Academic Division Director, School of Allied Health, Business, and STEM
Academic Division Director, School of Arts & Media, Humanities, and Social Sciences
Three Full-Time Faculty, School of Allied Health, Business, and STEM
Three Full-Time Faculty, School of Arts & Media, Humanities, and Social Sciences
MxCC faculty liaison to the Framework Implementation Review Committee (FIRC)

GOVERNANCE EVALUATION COMMITTEE
The Governance Committee is responsible for ensuring the effectiveness of the Governance System by monitoring and evaluating the activities of the governing bodies, soliciting feedback from faculty and staff, and making recommendations to the Executive Council as needed to enhance the governance system.

GOVERNANCE EVALUATION COMMITTEE LEADERSHIP
Chair (two-year term)
Vice Chair (one-year term)
Recorder elected to biannual term

GOVERNANCE EVALUATION COMMITTEE MEMBERSHIP
Chair and Chair-elect, Academic Assembly
Chair and Chair-elect, Administrative Assembly
Chair and Chair-elect, Student Services Assembly
One Management Representative
Director of Institutional Research
Two members of Governance Implementation Task Force *(during the initial test period 2015-16)*

GOVERNANCE EVALUATION COMMITTEE PRODUCTS
Survey(s) of faculty and staff
Report and recommendations to the Executive Council
Response to any issues/concerns brought to the committee
Minutes and records of all meetings and decisions
Semester Report

GOVERNANCE EVALUATION COMMITTEE REPORTING RELATIONSHIPS
The Governance Evaluation Committee reports to the Executive Council.

GOVERNANCE EVALUATION COMMITTEE MEETING SCHEDULE
Monthly throughout the calendar year on the first Wednesday of every month (except in September when the meeting will be held in the second week).

LEADERS' RESPONSIBILITIES
Assembly Chairs – two-year term
- Confirm room & technology scheduled for meetings (scheduled in Spring for the following year by Dean's administrative assistant, based on schedule approved by Executive Council).
- Set up WebEx meetings online no later than one week prior to each meeting.
- Set up WebEx connection at each Assembly meeting.
- Use Agenda Template to create meeting agenda based on proposals received via online submission only.
- Send out Agenda with related documents one week prior to meeting.
- Facilitate each meeting according to the published meeting agenda.
- Start and end each meeting on time (no more than 90 minutes).
- Solicit a timekeeper if needed to help keep the meeting on track.
- Represent the Assembly at monthly Executive Council meetings or ensure alternate representation.
- Provide monthly updates from the Executive Council at each Assembly meeting.
- Prepare report of Assembly decisions & activities each semester (procedure TBD).
- Call for leadership nominations and plan election in Spring of each year according to established procedures.
- Respond to questions and concerns from Assembly members and provide support and encouragement as needed to create a culture of participation.
- Thoroughly review the governance webpages to ensure familiarity with the structure and processes of shared governance at MxCC.
- Provide feedback and input to the Governance Evaluation Committee on the shared governance structure and processes to ensure continuous improvement.
- Verify compliance with meeting rules and documentation of meetings and decisions online.
-

Assembly Chair-Elect – one semester, term served during the last semester of the Chair's term
- Prepare to serve as Chair the following two years
- Respond to questions and concerns from Assembly members and provide support and encouragement as needed to create a culture of participation.
- Thoroughly review the governance webpages to ensure familiarity with the structure and processes of shared governance at MxCC.
- Provide feedback and input to the Governance Evaluation Committee on the shared governance structure and processes to ensure continuous improvement.
- Duties as delegated by Chair.

Recorders – two-year term, up to two consecutive terms
- Update Assembly webpage as needed, including new leadership.
- Consult with Executive Recorder as needed regarding disposition of proposals received.
- Respond to and follow up on inquiries regarding proposals as needed, including appeals from originators.

- Post agenda online one week prior to meeting.
- Take minutes during meetings or if unable to attend, solicit a substitute recorder for the meeting.
- Finalize minutes using Minutes Template and send out to members within one week of the meeting for comments.
- Edit minutes as needed and provide final draft for approval at the next meeting (to be sent out with the agenda of the next meeting).
- After minutes are approved at the next meeting, upload minutes to the website.
- Update proposal tracking online
- When possible, serve as a substitute for Chair or Chair-Elect at Executive Council meetings if needed.
- Respond to questions and concerns from Assembly members and provide support and encouragement as needed to create a culture of participation.
- Thoroughly review the governance webpages to ensure familiarity with the structure and processes of shared governance at MxCC.
- Provide feedback and input to the Governance Evaluation Committee on the shared governance structure and processes to ensure continuous improvement.

Liaisons – one-year term, up to three consecutive terms
- Attend monthly meetings as a guest at one other (designated) Assembly and provide updates from the home Assembly.
- Provide monthly update at home Assembly meeting from designated Assembly.
- Respond to and follow up on inquiries from designated Assembly as needed.
- When possible, serve as a substitute for Chair or Chair-Elect at Executive Council meetings if needed.
- Respond to questions and concerns from Assembly members and provide support and encouragement as needed to create a culture of participation.
- Thoroughly review the governance webpages to ensure familiarity with the structure and processes of shared governance at MxCC.
- Provide feedback and input to the Governance Evaluation Committee on the shared governance structure and processes to ensure continuous improvement.

Executive Recorder – ex-officio, Executive Assistant to the Lead Campus Administrator
- Receives governance proposals submitted online by the 4th Monday of each month.
- Evaluates disposition of proposals and ensures that all proposals are reviewed and acted upon.
- Assigns tracking number to each proposal and creates tracking page on website.
- Forwards proposals to Assembly leaders within 48 hours of proposal deadline.
- Receives updates on proposals from Assembly Recorders for action by Executive Council.
- Prepares Executive Council agenda and sends out with related documents.
- Take Minutes during meetings or if unable to attend, solicit a substitute Recorder for the meeting.
- Take attendance at each meeting and enter into the Minutes for that meeting.

- Finalize Minutes using Minutes Template and send out to members within one week of the meeting for comments.
- Edit Minutes as needed and provide final draft for approval at the next meeting (to be sent out with the Agenda of the next meeting).
- After Minutes are approved at the next meeting, upload Minutes to the website.
- Following action by the Executive Council, update proposal tracking online.
- Maintain paper copies of approved proposal signature forms in the Office of the Lead Campus Administrator.
- Forward proposal for additional action as needed following approval by Lead Campus Administrator.
- Prepare report of Executive Council decisions & activities each semester.
- Schedule Executive Council meeting room & technology for the following year (in May following approval of meeting schedule by Executive Council).

MXCC MEETING RULES

Urgent Action Policy and Procedure:
Scope: When an external entity sets a deadline for a recommendation or decision that does not allow sufficient time for the proposal to pass through the committees, assemblies, and executive council in accordance with our standard practices, the college may invoke the Urgent Action Policy and Procedure.

Out-of-Scope: This policy may not be invoked to correct a failure to meet deadlines by timely submission of proposals that should be considered in the normal course of business.

Procedure: The decision to take urgent action will be made by consensus through consultation with the Lead Campus Administrator and Assembly Chairs.

In the case of an issue deemed to be straightforward and not requiring extensive discussion, the issue may be sent out to the college community via e-mail and a request to complete online polling to render a recommendation.

If the case is complex or controversial, an all-assembly meeting may be called to facilitate discussion and to hold an all-assembly vote on the issue.

Meeting Calendar: All governance meetings will be held on consistent days and times throughout the year according to the established calendar to allow all participants to plan their schedule accordingly. Each meeting will be held at different times to ensure that liaisons and can attend all required meetings. Proposed changes to the established calendar must be submitted to the Governance Evaluation Committee and approved by the Executive Council no later than May for the following year. Meeting space will be booked in May for the following year (June – May) by each Dean's Office for the Assemblies, by the Curriculum Committee Co-Chair, and by the Lead Campus Administrator's Office for the Executive Council.

Office Closure: The offices of members will be closed for all monthly Assemblies to ensure that members have the opportunity to fully participate in governance. Signs should be posted on office doors announcing the closure a day ahead of time. Meetings will be limited to 90 minutes each month, and start and end on time to minimize the impact of office closings. Offices who feel it is necessary to maintain coverage may discuss concerns and develop a plan for office coverage with their supervising Dean.

WebEx: To ensure maximum participation by members, all meetings will include the option to attend via WebEx conferencing or other appropriate technology for remote participation. Requests for meeting space will include a request for the technology required to offer remote participation. It is the responsibility of the Chair of each meeting to communicate the required call-in information via the monthly agenda, ensure the WebEx conference is running at each meeting, and that remote participants are effectively engaged in discussions.

Agenda: The Chair (or designee) will develop the agenda for each month's meeting, and communicate the agenda and supporting documents through both email and the governance website no later than one week prior to the date of the meeting to ensure proper preparation of all participants. The agenda must be offered for approval at the start of each meeting at which time changes may be made if needed. The Chair is responsible for ensuring that the meeting is run efficiently according to the agenda and may ask for a volunteer time-keeper to help. Agendas will be created using the Agenda Template provided.

Discussions: All members who wish to be heard should be afforded the opportunity to speak once in each discussion, with follow up questions or comments only after all members are heard. Limits on the extent of non-member participation in discussions should be clearly defined by each governing body.

Voting: All votes will be held during a designated meeting. All voting will be open except in the case of elections, which will be held by ballot. Proxy votes will be allowed for elections

Quorum: A quorum will be defined as 33% of the group's full-time membership. Employees who are excused by their supervising dean to maintain office coverage will not be included in the number used to calculate quorum. Part-time faculty and staff have full voting privileges but may not be in regular attendance at meetings; to ensure that business may be conducted the quorum will be based on the number of full-time faculty and staff members. Ex-officio or non-voting members may not be counted in determining the number that constitutes a quorum. Members participating remotely via technology shall be counted in the quorum. In the absence of a quorum, members present may hear updates and discuss matters without making a decision on them. Other business may not be transacted.

Membership/Attendance: A complete, official membership list for each Assembly and the Executive Council can be generated by Human Resources. It is the responsibility of the Chairs to request a list of members prior to the first meeting of each academic year (September) and update their list whenever new employees join MxCC. Orientation of new employees will include an introduction to shared governance and an opportunity to participate in governance

trainings. Attendance at each Assembly and Executive Council meeting will be recorded and entered into the meeting record.

Consent Agendas: To ensure efficient and action-oriented meetings, non-controversial matters may be approved without discussion through a consent agenda at the start of the meeting. This requires that members review each consent agenda item prior to the meeting to ensure there are no objections to approval. Minor clarification for consent agenda items may be requested prior to approving the consent agenda. An objection from any member removes the item from the consent agenda for discussion and action separate from the other items on the consent agenda.

Minutes: A record of reports, discussion, and decisions in the form of minutes is required for all meetings. The Recorder for each governing body (or designee) is responsible for ensuring that minutes are taken during the meeting, forwarded to membership for review within one week of the meeting, and posted to the governance website after approval of the minutes by members the following month. Minutes will be recorded using the Minutes Template provided.

Decisions: Meetings should be action-oriented; whenever possible, discussions should lead to a decision or next action. Next actions should be recorded in the minutes with a responsible party or parties clearly identified for follow up at the next meeting. Decisions of each Assembly will be forwarded to the Executive Council for a final recommendations and a decision by the Lead Campus Administrator. Recorders will be responsible for ensuring that all decisions (by Assemblies, Executive Council, and the Lead Campus Administrator) are posted through the online tracking system within one week of each meeting. All Proposals should receive a response or update no later than one week following that month's governance meetings.

Open Access: All meetings are open to anyone who wishes to attend. However, opportunities for questions or comments by non-members may be limited to specific times during the meeting according to the published agenda. No discussions may be held in "Executive Session" except in rare cases where personnel matters are involved. All meeting calendars, agendas, and minutes will be published on the Governance website to ensure that they are publicly accessible by all interested parties.

PROPOSALS
Any individual or group of individuals of faculty, staff, or students, known as the "Originator," may initiate a Governance Proposal for consideration by Curriculum Committee or one of the Assemblies. The process begins by submitting a Governance Proposal, using the online form, no later than the fourth Monday of every month. The Governance Proposal will be assigned a tracking number and its progress and status will be accessible at all times online. Curriculum Proposals will also be submitted online using Curriculum Committee proposal forms, and will be assigned tracking numbers to ensure follow up throughout the governance process. Curriculum Proposals must be emailed to the entire college community at least one week prior to the proposal deadline to allow for input from the college community.
The Executive Recorder will confer with the chairs of each committee and Assembly as needed to determine whether the Proposal should be submitted to a Committee or Assembly, returned to the Originator for revision, or returned to the originator with alternative recommendations for

addressing the issue. A Proposal may be returned to the originator if it does not meet the following criteria for a governance issue:

1. Policy (new/change) *and/or*
2. Campus-wide implications *and/or*
3. Community voice needed (request for input)

Example of governance issues:
Curriculum proposals
Expanding number of community hours
No smoking policy
New building proposals (need for community voice)
Improving food in cafeteria (need for community voice; policy implication for contract)

Example of non-governance issue ("work of college")
What model of computer to purchase (IT),
Increasing student involvement in civic engagement (Center for Civic Engagement)
Hiring new faculty/advisors (Administration– HR – Search Committee)
Creating more SMART classrooms (BOR/MxCC Administration)
Academic calendar (BOR; except for winter/summer schedules)

The Governance Proposal Form includes the options "Request for Action," "Request for Input," or "Request for Communication" and should be used for any substantive issue proposed for an upcoming meeting. Short informational items and announcements can be raised at each meeting during the portion of the meeting set aside for that purpose on the agenda, and need not be submitted ahead of time. When in doubt about an issue, members may consult with Assembly leadership or the Executive Recorder.

Assembly and Committee Chairs will prepare an agenda, including any governance and curriculum proposals, prior to the 1 week deadline for making the agendas available to the community. After each meeting, the Committee or Assembly Recorder will update the proposal tracking system with the decision and rationale on each proposal following each meeting. The Executive Recorder will promptly update the tracking system with the final decisions of the Executive Council and the Lead Campus Administrator to ensure a complete record as the Proposal moves through the governance system. The Originator of the Proposal, or any member of the campus community, can track the progress of the Proposal through the online tracking system at any time.

Note that all Governance Proposals will proceed to the Executive Council whether or not the Assembly supports the proposal with a positive recommendation. An Assembly may make the following recommendations to the Executive Council: support with no issues, support with further development (supported but returned to originator(s) for further development), non-support (with rationale), and no recommendation (with rationale).

Instructions for Submitting a Proposal:
Curriculum & Program Proposals:

1. Review detailed instructions and download appropriate forms from "Forms" section of Governance webpage, mxcc.edu/governance/forms.
2. Submit draft of proposal to your division director for initial review.

3. Email proposal to all faculty and staff for a one-week comment period; ***this needs to be completed <u>in advance</u> of the proposal deadline to ensure that the proposal submitted to the curriculum committee is the final version incorporating any feedback received.***
4. Revise proposal if needed based on feedback.
5. From the http://mxcc.edu/governance/governance-proposals/ webpage, scroll down and click on "SUBMIT A PROPOSAL." Complete all required information and attach all proposal documents as a single zip file no later than the 4th Monday of the month for review by governance in the following month.
6. You will receive an automatic email confirmation that the proposal has been successfully submitted.
7. Track the progress of your proposal online.
8. Anyone can submit a proposal.

All Other Proposals:
1. From the http://mxcc.edu/governance/governance-proposals/ webpage, scroll down and click on "SUBMIT A PROPOSAL." Complete all required information and attach all proposal documents as a single zip file no later than the 4th Monday of the month for review by governance in the following month.
2. You will receive an automatic email confirmation that the proposal has been successfully submitted.
3. Track the progress of your proposal online at http://mxcc.edu/governance/governance-proposals/.

CALENDAR
A meeting calendar will be maintained on the governance website. It is managed through Google and automatically populates the calendar on the website.

MINUTES AND AGENDAS
The Chair (or designee) will work together with the Recorder to develop the agenda for each month's meeting using the template provided, and communicate the agenda and supporting documents through both email and the governance website no later than one week prior to the date of the meeting to ensure proper preparation of all participants. The agenda must be offered for approval at the start of each meeting at which time changes may be made if needed. Agendas will be created using the Agenda Template found on the governance website.

A record of reports, discussion, and decisions in the form of minutes is required for all meetings. The Recorder for each governing body (or designee) is responsible for ensuring that minutes are taken during the meeting, forwarded to membership for review within one week of the meeting, and posted to the governance website after approval of the minutes by members the following month. Minutes will be recorded using the Minutes Template found on the governance website.

FORMS
The following forms can be found on the governance website:
Minutes and Agenda Forms
Course Development Outline
Course Outline Form

Course Proposal & Change Form – Instructions
Course Proposal & Change Form
Course Proposal Form – Special Topics
Signature Form for All Proposals

<u>PROGRAM PROPOSALS</u>
Links to the following information can be found on the governance forms website
Program Planning Instructions
BOR Credit Normalization Policy
BOR Program Approval Process Program Approval Process MxCC 15-16
Course Approval Process MxCC 15-16
Concept Paper Template Outline
New Program Form
New Program Budget Form
Pro Forma Enrollment and Budget Template 2014
DISCONTINUATION of Academic Program
MODIFICATION of Academic Program

<u>GOVERNANCE FAQ</u>
Why should I participate in shared governance?
True shared governance requires the active participation of all constituencies in the decision-making process and open communication between employees and management. All employees are encouraged to familiarize themselves with both the benefits and responsibilities of their membership in governance. Formal orientation to shared governance will be offered to all new employees, and leadership training will be held in May of each year for newly elected leaders.

Benefits of Participation:
- Awareness of college business
- Provide input on important issues facing college
- Shared knowledge
- Work with a variety of colleagues from across the campus
- Increased sense of community and solidarity on campus
- Transparency of decision-making at all levels
- Better policy development based on multiple perspectives
- Ability to address urgent issues and propose solutions
- Leadership and professional development opportunities

What are my responsibilities as a member of shared governance?
- Be familiar with the governance calendar and avoid scheduling conflicts whenever possible
- Participate in governance orientation and training
- Review relevant materials and come to meetings prepared for discussions and decision making (agenda, associated reports and other documents)
- Attend meetings whenever possible, either in person or via WebEx. If it is not possible to attend a meeting, members may review minutes and decisions online

- Participate in discussions, respectfully listen to colleagues in turn, and contribute to informed decision making
- Review minutes following each meeting and suggest edits/changes as needed
- Join or otherwise contribute to committees and/or task forces when possible
- Step up to a leadership position when possible and particularly when there is a lack of volunteers for a particular position
- Share issues and concerns regarding the governance process with the Governance Evaluation Committee and provide feedback when requested by the Committee

What happened to the old College Council and standing committees?
The old governance structure of a College Council and six standing committees was suspended in 2015-16 while developed a new governance system in response to the widespread agreement that governance wasn't working very well. In addition, our accrediting agency, NEASC, required that we develop more effective shared governance.

Is every committee or task force on campus part of shared governance?
No, only committees that deal directly with policy-related, institutional matters report to the governance system. The governance system is designed to operate mainly through monthly meetings of the three Assemblies and an Executive Council to streamline consideration of governance matters. Standing committees will be utilized only where absolutely necessary.

Who is supposed to keep me informed about what is going on in shared governance?
You are! The MxCC shared governance system maintains webpages on the MxCC website that are updated regularly. In addition, all communications for the governing bodies are electronic; ensuring that you will receive email reminders and communications about shared governance matters.

Is there a process for reviewing the effectiveness of shared governance at MxCC?
Yes, the Governance Evaluation Committee is a standing committee of the Executive Council responsible for ensuring the smooth functioning of the governance system. Their work will include reviewing the overall effectiveness of the governance structure as well as addressing process-related issues. Anyone may bring concerns or issues relating to the governance process directly to the Governance Evaluation Committee.

What can be done about a governance leader who is not doing their job?
For now, you can bring your concerns to the Governance Evaluation Committee. We are currently working on guidelines regarding this issue, and a process for addressing leadership issues.

To whom should I go if I have questions or concerns about the shared governance process?
You can contact any of the governance leaders listed on the website (see the webpage for your committee, assembly or the Executive Council). The Executive Recorder is a good person to start with who can direct your questions to the correct individual.