

# THE MOLLOY COLLEGE GOVERNANCE STRUCTURE

Revised 2010-2012

## PROLOGUE

The Molloy College Governance Structure exists to facilitate effective decision making for the College for the overall good of the College. It is designed to enable representatives of the four constituencies—administration, faculty, staff, and students—to work together in a collegial manner by defining roles and responsibilities, fostering effective communication, and facilitating campus-wide participation in the life of the College.

The duties stated in this document do not supersede position descriptions, the Constitution and By-Laws of the Administrators' Council, the Constitution and By-Laws of the Faculty Council, the Constitution and By-Laws of the Molloy Student Government, or the By-Laws of the Staff Advisory Group.

## BOARD OF TRUSTEES

The Board of Trustees is the legal body empowered by the University of the State of New York to manage the business and property of the College. As the ultimate governing body of the College, it determines and approves such policies as are necessary for the fiscal and educational soundness of the institution.

The Board of Trustees functions through a system of standing and ad hoc committees. The current standing committees are Academic Affairs Committee, Buildings and Grounds Committee, Committee on Trustees, Development Committee, Executive Committee, Fiscal Affairs Committee, and Mission Effectiveness Committee. The ad hoc committees function as needed.

## PRESIDENT

The President of the College is the Chief Executive Officer of the College and serves “at the pleasure of the Board” and is an **ex-officio**<sup>1</sup> voting member of all Board and College **Governance** committees. The President is not bound by the attendance policy.

The President provides leadership and direction for the management of all external and internal affairs of the College and is ultimately responsible for all of its activities. The President retains the right to seek advice from any and all college entities.

---

<sup>1</sup> Words in **bold** type in the text can be found in the glossary, pages 23-24

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### **THE PRESIDENT'S LEADERSHIP TEAM**

The President's Leadership Team is advisory to the President and is an extension of the Office of the President. The Leadership Team assists with the operation and the mission of the College. The team consists of the Vice Presidents who report directly to the President and facilitates communication among the Vice Presidents.

The President retains the power to reject and/or amend any recommendations made by the Leadership Team. The Leadership Team does not take the place of any existing committee in the present governance structure.

# **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

## **MOLLOY COLLEGE GOVERNANCE COMMITTEES BY-LAWS**

### **TABLE OF CONTENTS:**

ARTICLE I	PURPOSE	4
ARTICLE II	GOVERNANCE PROPOSAL FLOW PROCESS	4
ARTICLE III	TYPES OF COMMITTEES	6
ARTICLE IV	STANDING COMMITTEES	6
ARTICLE IVA	PRIORITIES AND PLANNING COMMITTEE	7
ARTICLE IVB	FINANCIAL RESOURCES COMMITTEE	9
ARTICLE IVC	UNDERGRADUATE ACADEMIC POLICIES AND PROGRAMS COMMITTEE	10
ARTICLE IVD	GRADUATE ACADEMIC POLICIES AND PROGRAMS COMMITTEE	14
ARTICLE IVE	STUDENT LIFE COMMITTEE	17
ARTICLE IVF	COMMUNITY AND CAMPUS LIFE COMMITTEE	20
ARTICLE V	OPERATIONS OF THE STANDING COMMITTEES	22
ARTICLE VI	AD HOC COMMITTEES	22
ARTICLE VII	RECONSIDERATION OF DECISIONS	23
ARTICLE VIII	MEETINGS OF THE STANDING COMMITTEES	23
ARTICLE IX	ELECTION OF MEMBERS OF STANDING COMMITTEES	24
ARTICLE X	MOLLOY COLLEGE POLICY DECISIONS RELATION TO THE BOARD OF TRUSTEES	25
ARTICLE XI	MOLLOY COLLEGE COLLOQUIUM	25
ARTICLE XII	AMENDING THE BY-LAWS	26
ARTICLE XIII	RULES OF ORDER	26
ARTICLE XIV	PERIODIC EVALUATION OF GOVERNANCE BY-LAWS	26
APPENDIX A		27
GLOSSARY		31

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### **ARTICLE I            PURPOSE**

The Molloy College **Governance** Committees ensure the fullest possible participation and incorporate the use of college expertise in the formation of policies to enable the effective and efficient functioning of the college.

### **ARTICLE II            GOVERNANCE PROPOSAL FLOW PROCESS**

The consideration and adoption of proposals generated by the Molloy College community is shown in the process flow diagram below. The diagram shows that proposals originate from the community move through a well defined approval process that includes appropriate feedback loops and information flows.

The process allows for both academic and non-academic proposals to be generated by groups at the College and forwarded to the appropriate standing committees for discussion and evaluation. Following a positive recommendation from the standing committee, Priorities and Planning (P&P) committee considers the recommendation. As part of the deliberation process P&P places items that involved multiple constituencies on an agenda for Colloquium where the items are discussed prior to a decision by P&P. Endorsement of the proposal by P&P is passed on to the President, who makes a decision and in some cases refers the item to the Board of Trustees for final approval.

At each step along, the way approval or non-approval may occur. With approval, the proposal moves to the next step. With the final approval, notification is sent back to the originating group and the College for implementation.

With non-approval the proposal is returned to the previous group with an explanation for reconsideration. If the proposal's originating group decides to address the concerns and resubmit the proposal, the proposal needs to go back through the established process to ensure community participation and evaluation.

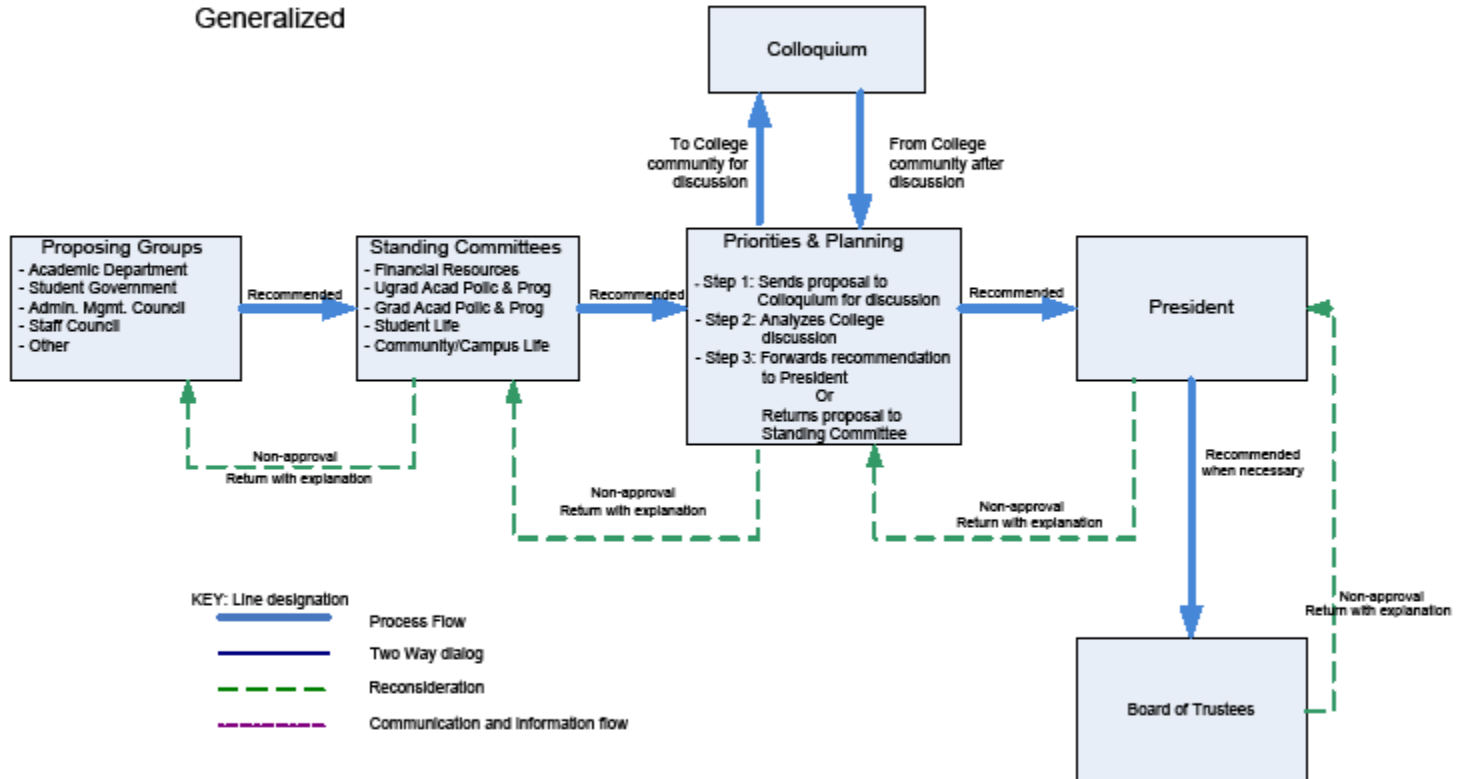
After receipt of the **proposal** and recommendation from the Priorities and Planning Committee, the President shall render a **decision**. This **decision** shall occur within ten (10) **working days** of receipt of the documents. The President shall communicate this **decision**, in writing, to both the originating committee and the Priorities and Planning Committee.

# Governance Document

Approved by The Board of Trustees

Thursday 10, May 2012

Governance Process Flow  
Generalized



## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### **ARTICLE III            TYPES OF COMMITTEES**

There shall be six (6) standing College **Governance** Committees encompassing representation from the administration, faculty, student body, and staff. The President of the College is an **ex-officio** voting member of all of the standing committees. All recommendations of standing committees are ultimately subject to the approval of the President and the Board of Trustees of the College. The President may appoint sufficient ad hoc committees to address specific, or one time, issues not in the purview of the standing committees.

### **ARTICLE IV            STANDING COMMITTEES**

The six (6) standing committees shall be:

1. Priorities and Planning Committee,
2. Financial Resources Committee,
3. Undergraduate Academic Policies and Programs Committee,
4. Graduate Academic Policies and Programs Committee,
5. Student Life Committee
6. Community and Campus Life Committee.

# Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

## ARTICLE IVa PRIORITIES AND PLANNING COMMITTEE

### Section 1 Duties

The Priorities and Planning Committee shall:

- a. Carry out periodic evaluations of the Mission Statement, strategic plan and the college governance structure and be responsible for the review of sponsored proposals.
- b. In collaboration with the Leadership Team, evaluate the Mission Statement, ensuring campus-wide participation in the process.
- c. In collaboration with the Leadership Team, evaluate and revise the strategic plan, ensuring campus-wide participation in the process.
- d. Undertake the responsibility for evaluation and revision of the college governance by-laws. Said evaluation shall take place at least every five (5) years.
- e. Receive approved proposals (those approved in committee and presented at Colloquium) from other standing committees. Send written recommendations, based on long-range goals, priorities and comments made at the Colloquium within one (1) month of the Colloquium, to the President and standing committees regarding the proposal. The President shall also receive the original proposal and recommendations.
- f. Meet annually with the Financial Resources committee to determine that the 5 year financial plan contains the resources necessary to ensure the success of priorities of the Strategic Plan.
- g. Meet, as needed, with other standing committees or the leadership team to suggest additional proposals.
- h. Receive notice of petition to reconsider a decision made by the President concerning a proposal.
- i. Call for additional Colloquia when necessary.
- j. Meet with the Institutional Assessment Committee at least once a semester to receive a report on assessment activities.

### Section 2 Membership

The Priorities and Planning Committee shall consist of sixteen (16) members distributed as follows:

Administrators: Vice President for Academic Affairs/Dean of Faculty  
Vice President for Enrollment Management  
Vice President for Mission  
Vice President for Information Technology, Planning and Research  
Assistant Treasurer  
Director of Campus Life

Faculty: Faculty President  
Two (2) elected tenured faculty members  
Two (2) elected non-tenured faculty members<sup>2</sup>

---

## Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

Students: One (1) elected faculty member  
President, Molloy Student Government  
One (1) student elected from undergraduate program  
One (1) student selected from graduate program, or undergraduate if no graduate student is available.

Staff: One (1) staff member elected at large

### **Section 3      Deadline for Proposal Submission**

Approved **proposals** from the other committees must be submitted to the Priorities and Planning Committee at least two (2) weeks in advance of the next scheduled Priorities and Planning meeting for consideration at that meeting.

### **Section 4      Departmental Involvement**

Whenever an issue involving one (1) or more departments/areas is being discussed, said department(s) shall be notified and invited to the Priorities and Planning discussions.

### **Section 5      Confidentiality**

All information relating to the proposed budget referred to Priorities and Planning by Financial Resources shall be held in confidence.

### **Section 6      Communications**

Communication of the decisions of the Priorities and Planning Committee shall be distributed to the President, the proposal making body and other entities upon whom the decision may impact at the earliest time after an issue has been discussed. The committee chair is responsible for disseminating minutes as hard copy and electronically. The chair will also keep an electronic archive of minutes.

---

<sup>2</sup> If no qualified non-tenured faculty run for election, tenured faculty may be considered to fill membership.



# Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

## ARTICLE IVb FINANCIAL RESOURCES COMMITTEE

### Section 1 Duties

The Financial Resources Committee shall:

- a. Annually, review, refine and recommend for approval the College's Five Year Financial Plan to the Fiscal Affairs Committee of the Board of Trustees.
- b. Meet annually with the Priorities and Planning Committee to determine that the 5 year financial plan contains the resources necessary to ensure the success of priorities of the Strategic Plan.
- c. Critically examine and recommend for approval the annual operating and capital budgets to the Fiscal Affairs Committee of the Board of Trustees.
- d. Review the submitted budgets for new programs and proposals – providing feedback to the sponsoring department/division and Priorities & Planning Committee

### Section 2 Membership

The Financial Resources Committee shall consist of eleven (11) members as follows:

Administrators:	Vice President for Academic Affairs/Dean of Faculty Vice President for Advancement Vice President for Finance and Treasurer Director of Financial Aid Director of Student Financial Services
Faculty:	One faculty member elected at large One (1) faculty member from the Faculty Council One (1) faculty member from the Contract Committee
Students:	Treasurer, Molloy Student Government One (1) graduate student elected at large or, if a graduate student cannot serve, the Vice President of the Molloy Student Government.
Staff:	One (1) staff member elected at large

### Section 3 Confidentiality

When appropriate, for a period of time specified by the committee, the members of the committee shall hold in confidence the information gained and used at meetings.

### Section 4 Communication

All communication to the President and to the Priorities and Planning Committee shall be in writing. Information shall be provided to the Priorities and Planning Committee for informational purposes only. After receipt of a **proposal**, the President shall give his/her **decision** in writing to the Chairperson of the Financial Resources Committee and the Chairperson of the Priorities and Planning Committee.

## Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### ARTICLE IVc      UNDERGRADUATE ACADEMIC POLICIES AND PROGRAMS COMMITTEE

#### Section 1      Duties

The Undergraduate Academic Policies and Programs Committee shall:

- a. Evaluate and approve **proposals from Divisions** relating to undergraduate policies and standards regarding:
  1. The introduction, continuation, evaluation, and elimination of programs and/or major
  2. Academic disciplinary policies
  3. Academic standards
  4. Criteria for admission
- b. Evaluate and/or revise general education curriculum
- c. Elected members are to report and lead discussion with own academic division about impact of issues brought to UAPP
- d. Send approved **proposals** to the Priorities and Planning Committee and to a **Colloquium**
- e. Request to meet, as needed, with the Academic Affairs Committee of the Board of Trustees.
- f. Meet at least once every semester specifically to systematically review, over a period of approximately four years, undergraduate programs and majors, to oversee their ongoing effectiveness, offering appraisals to the Student Outcomes Assessment Group, and, as needed, appropriate recommendations.

#### Section 2      Process flow

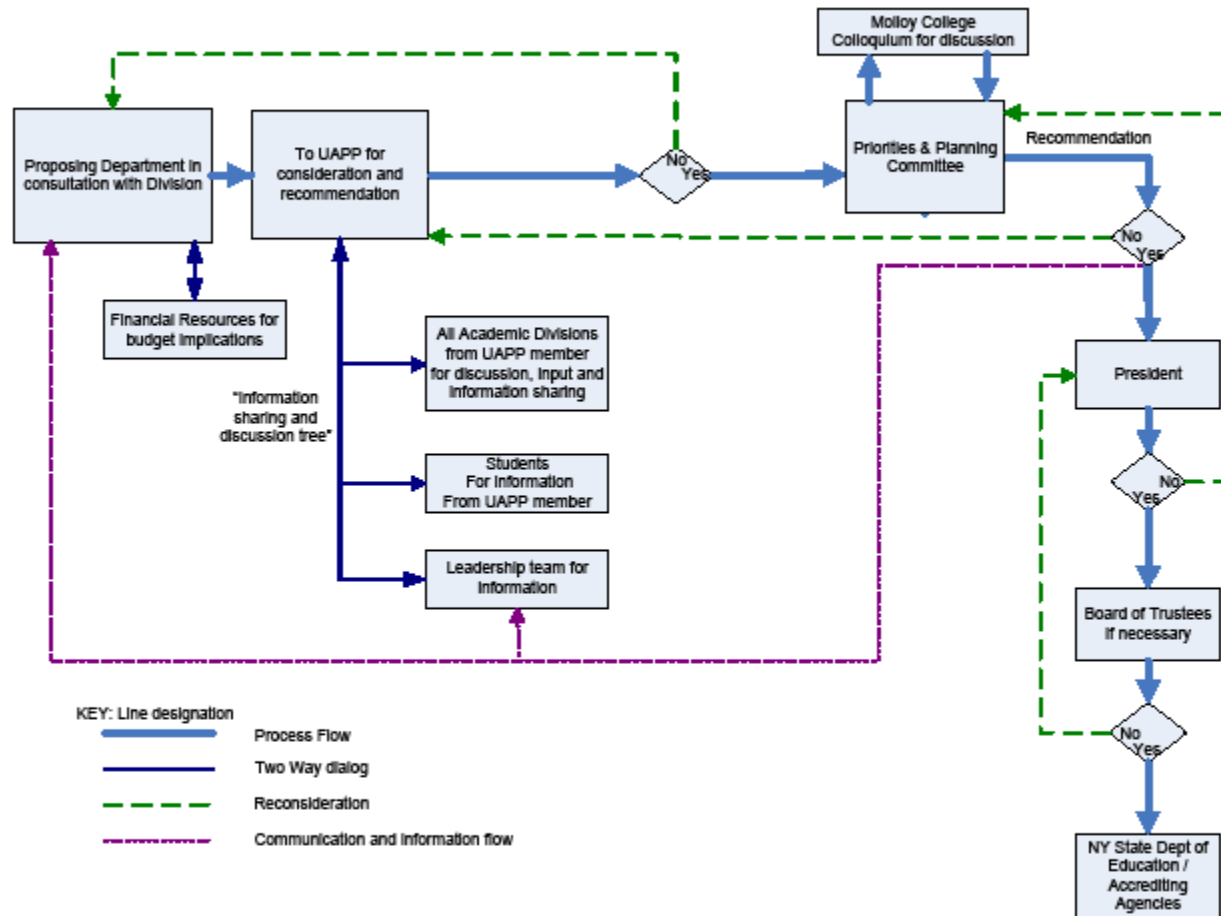
This section describes the processes for approval, addition or substantial revision of majors, minors, and college-wide academic policies. The typical process involves preparation of a proposal by a sponsoring division or group, submission of this proposal to UAPP followed by submissions to P & P who places the item on the agenda of Colloquium for discussion. Following discussion, P & P takes action, referring recommendations to the President and then, if required, to the Board of Trustees for approval. New undergraduate programs usually require a final step of approval by the State of New York or an external accrediting body. During UAPP review of a proposal, each division representative on the committee is required to inform their own division of the proposal and provide feedback from that division to UAPP during the semester the proposal is being presented. The proposing division or group is also required to seek guidance from the Financial Resources Committee on the budgetary implications of the proposal during the semester the proposal is being presented. These consultations are designed to insure sufficient input to the process and should not be used to slow down the proposal moving through the process.

# Governance Document

Approved by The Board of Trustees

Thursday 10, May 2012

## Undergraduate Curriculum Flow Chart

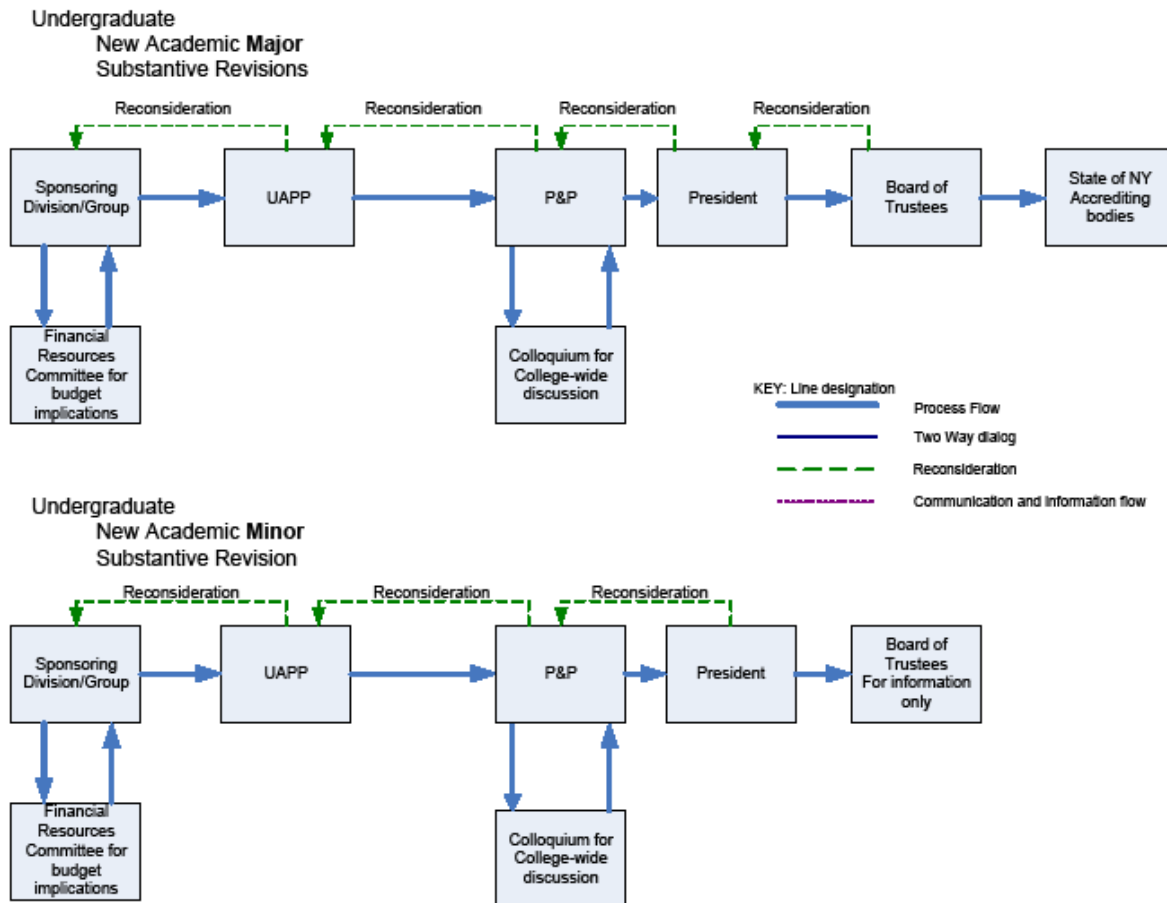


# Governance Document

Approved by The Board of Trustees

Thursday 10, May 2012

## Detailed Undergraduate Flow Charts



### Section 3 Membership

The Undergraduate Academic Policies and Programs Committee shall consist of twelve (12) members as follows:

Administrators: Vice President for Academic Affairs/Dean of Faculty  
Director of Admissions

Faculty: One (1) faculty member from Faculty Council  
One (1) faculty member from Priorities and Planning Committee  
One (1) faculty elected from each academic division.

Students: Two (2) elected students from undergraduate program.

Any member of the Molloy community may be solicited for relevant input and serve as a resource for program development for the UAPP

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### **Section 4 Departmental Involvement**

Whenever an issue involving one or more departments/areas is being discussed, said department(s) shall be represented at Undergraduate Academic Policies and Programs discussions.

### **Section 5 Communication**

Communication of the recommendations of the Undergraduate Academic Policies and Programs Committee shall be distributed to the Priorities and Planning Committee, the proposal making body and other entities upon whom the recommendation may impact at the earliest time after an issue has been discussed.

## Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### ARTICLE IVd GRADUATE ACADEMIC POLICIES AND PROGRAMS COMMITTEE

#### Section 1 Duties

The Graduate Academic Policies and Programs Committee shall:

- a. Evaluate and approve **proposals** from Divisions relating to graduate policies and standards regarding:
  1. The introduction, continuation, evaluation, and elimination of programs
  2. Academic disciplinary policies
  3. Academic standards
  4. Criteria for admissions
- b. Send approved **proposals** to a **Colloquium** and then to the Priorities and Planning Committee
- c. Elected members are to report and lead discussion with own academic division about impact of issues brought to GAPP
- d. Request to meet, as needed, with the Academic Affairs Committee of the Board of Trustees.
- e. Meet at least once every semester specifically to systematically review, over a period of approximately four years, graduate programs, to oversee their ongoing effectiveness, offering appraisals to the Student Outcomes Assessment Group, and, as needed, appropriate recommendations

#### Section 2 Process Flow

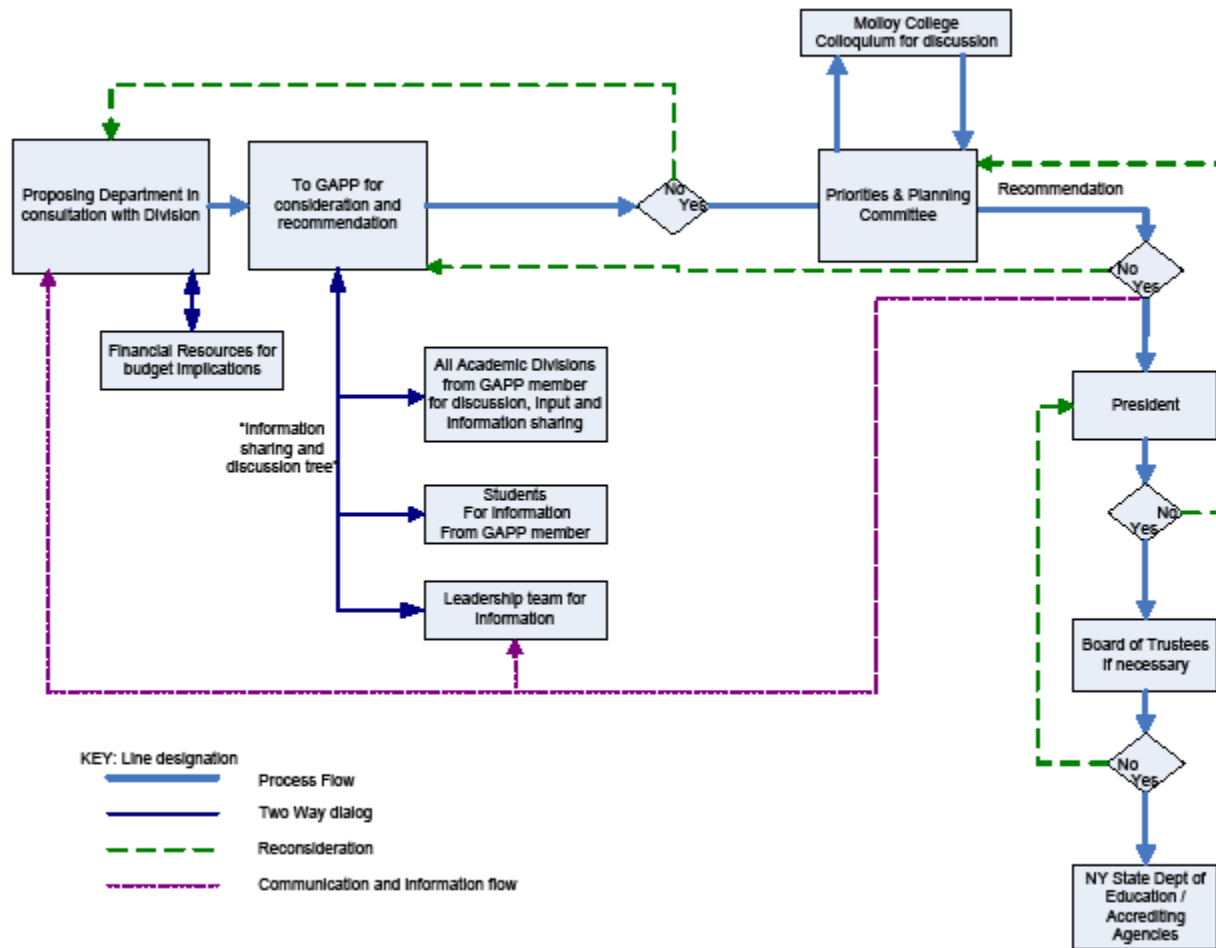
This section includes the processes for approval, addition or substantial revision of graduate programs. The typical process involves preparation of a proposal by a sponsoring division or group, submission of this proposal to GAPP followed by submissions to P & P who places the item on the agenda of Colloquium for discussion. Following discussion, P & P takes action, referring recommendations to the President and then, if required, to the Board of Trustees for approval. New graduate programs usually require a final step of approval by the State of New York or an external accrediting body. During GAPP review of a proposal, each division representative on the committee is required to inform their own division of the proposal and provide feedback from that division to GAPP during the semester the proposal is being presented. The proposing division or group is also required to seek guidance from the Financial Resources Committee on the budgetary implications of the proposal during the semester the proposal is being presented. These consultations are designed to insure sufficient input to the process and should not be used to slow down the proposal moving through the process.

# Governance Document

Approved by The Board of Trustees

Thursday 10, May 2012

## Graduate Curriculum Flow Chart



## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### **Section 3 Membership**

The Graduate Academic Policies and Programs Committee shall consist of twelve (12) members as follows:

- Administrators: Director of Admissions  
Vice President for Academic Affairs/Dean of Faculty
- Faculty: One (1) faculty member from Faculty Council  
One (1) faculty member from Priorities and Planning Committee  
One (1) graduate faculty member from each Graduate program
- Students: Two (2) students selected from graduate programs.

Any member of the Molloy community may be solicited for relevant input and serve as a resource for program development for the GAPP

### **Section 4 Departmental Involvement**

Whenever an issue involving one or more departments/areas is being discussed, said department(s) shall be represented at Graduate Academic Policies and Programs discussions.

### **Section 5 Communication**

Communication of the recommendations of the Graduate Academic Policies and Programs Committee shall be distributed to the Priorities and Planning Committee, the proposal making body and other entities upon whom the recommendation may impact at the earliest time after an issue has been discussed.



# **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

## **ARTICLE IVe: STUDENT LIFE COMMITTEE**

### **Rationale for new Standing Committee:**

The Student Life Committee will be focusing on student-centered policies and programs which are rarely created solely by students. Student clubs and organizations are all advised/moderated by faculty, administrative or staff members. Athletic teams are managed by coaches and administered by the Athletic Department which is run by administrators and has a faculty representative who serves as a liaison between the faculty and Athletic Department. Athletic and student events are also attended by all constituencies. The Student and Residence Life Handbooks call for committees of faculty, administrators and staff in cases of formal judicial hearings and many of the policies come from specific departments (Information Technology, [as it applies to email and the internet], Academic Affairs, etc).

### **Section 1 Duties**

The Student Life Committee shall:

- a. Carry out periodic evaluations of the Student Handbook, Residence Life Handbook and student-related policies, and be responsible for the review of sponsored proposals.
- b. Receive, review and take appropriate action regarding proposals on matters of student life and policy.
- c. Send approved proposals to Colloquium and to the Priorities and Planning Committee.
- d. To review, over a period of four (4) years, student life programs and services, to ensure their ongoing effectiveness, offering appraisals to the Student Outcomes Assessment Committee and, as needed, appropriate recommendations.

# Governance Document

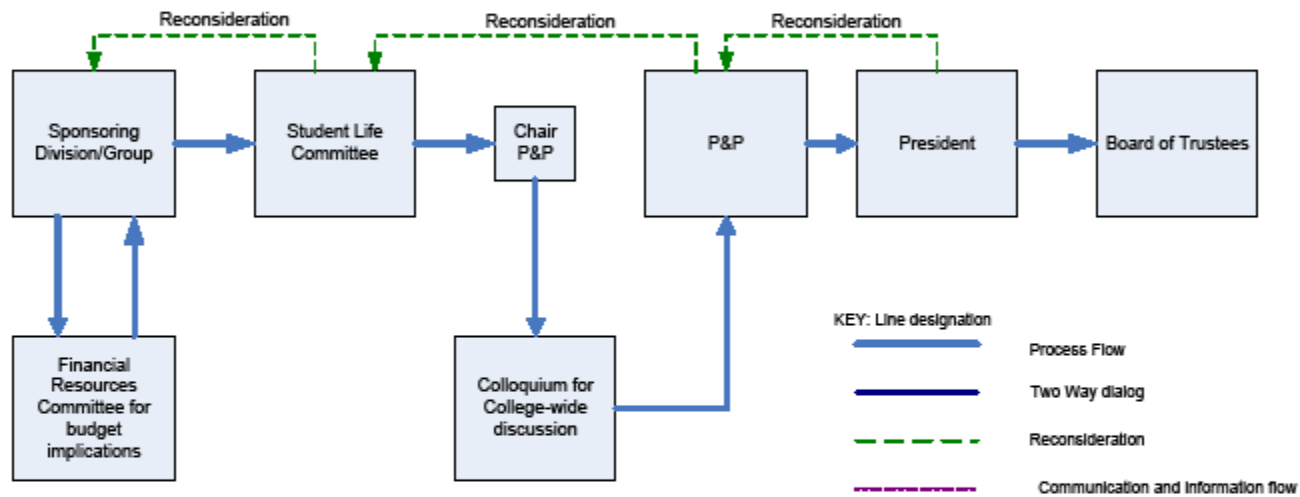
Approved by The Board of Trustees

Thursday 10, May 2012

## Section 2 Process Flow

### Student Life and Programs (Non-academic) Process Flow

- Addition of resource intensive non-academic programs (Beyond allocation from student fees)
- Revision of student policies



## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### **Section 3 Membership**

The Student Life Committee shall consist of twelve (12) members as follows:

Students	Student Activities Coordinator Two (2) students at large elected from the undergraduate student body One (1) Resident Assistant One (1) student elected from the graduate program, or from the undergraduate program if no graduate student is available
Administrators	Vice President for Student Affairs Director of Campus Life Coordinator Residence Life One (1) elected administrator at large
Faculty	One (1) elected faculty member One (1) faculty member from Faculty Council
Staff	One (1) elected staff member

### **Section 3 Departmental Involvement**

Whenever an issue involving one (1) or more department/areas is being discussed, said departments shall be represented at Student Life Committee discussions.

### **Section 4 Communication**

Communication of the recommendations of the Student Life Committee shall be distributed to the Priorities and Planning Committee, the proposal making body, Molloy Student Government and other entities upon which the recommendation may impact at the earliest time after an issue has been discussed.

# Governance Document

Approved by The Board of Trustees

Thursday 10, May 2012

## ARTICLE IVf: COMMUNITY AND CAMPUS LIFE COMMITTEE

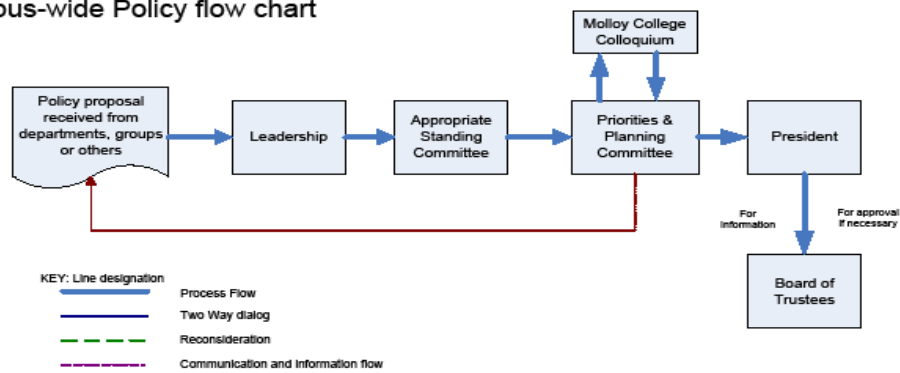
### Section 1 Duties

In order to assess and evaluate campus-wide services and working with the Institutional Assessment Committee and advisory committees (i.e., food service, public safety, bookstore and information technology, etc) the committee shall:

- a. Foster the development of positive student-faculty-administrator-staff interrelationships.
- b. Receive, review and take appropriate action regarding **proposals** on matters of campus life and **policy**.
- c. Send approved **proposals** to a **Colloquium** and to the Priorities and Planning Committee.

### Section 2 Policy development information flow

Campus-wide Policy flow chart



### Section 3 Membership

The Community and Campus Life Committee shall consist of eleven (11) members as follows:

Students:

Students

- Vice President, Molloy Student Government
- One (1) student elected from Molloy Student Government
- Two (2) students at large elected from the undergraduate student body

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

One (1) student appointed by the Student Election Review committee and Office of Student Affairs

Administrators Vice President for Student Affairs  
Director of Facilities

Faculty One (1) elected administrator at large  
One (1) elected faculty member  
One (1) faculty member from Faculty Council

Staff: One (1) elected staff member

Any member of the Molloy community may be solicited for relevant input and serve as a resource for program development for the Community and Campus Life Committee

### **Section 4 Departmental Involvement**

Whenever an issue involving one (1) or more departments/areas is being discussed, said department(s) shall be represented at Community and Campus Life Committee discussions.

### **Section 5 Communication**

Communication of the recommendations of the Undergraduate Academic Policies and Programs Committee shall be distributed to the Priorities and Planning Committee, the proposal making body and other entities upon whom the recommendation may impact at the earliest time after an issue has been discussed.

# Governance Document

Approved by The Board of Trustees

Thursday 10, May 2012

## ARTICLE V OPERATIONS OF THE STANDING COMMITTEES

### Section 1 Leadership

- a. The first standing committee meetings of the academic year shall be called by the third week of the fall semester. The following individuals are designated to call the meetings:

Vice President for Student Affairs	Community and Campus Life
Vice President for Student Affairs	Student Life Committee
Vice President for Finance and Treasurer	Financial Resources
Vice President for Academic Affairs/Dean of the Faculty	Undergraduate Academic Policies and Programs
Vice President for Academic Affairs	Graduate Academic Policies and Programs
Vice President for Information Technology Planning, and Research	Priorities and Planning

- b. Each committee shall elect a chairperson at the first meeting
- c. The President has the power to call a special meeting of any standing committee.

### Section 2 Responsibility

- a. Each standing committee shall approve **proposals** by a **vote** before sending them to a **Colloquium** and to the Priorities and Planning Committee
- b. At least two (2) weeks prior to a **Colloquium**, the committee shall make the approved **proposal** available to the Molloy community by secure electronic means and paper copies. (Additional paper copies shall be available at the **Colloquium**)
- c. Committee minutes shall be disseminated by e-mail.
- d. After receipt of the **proposal** and recommendation from the Priorities and Planning Committee, the President shall render a **decision**. This **decision** shall occur within ten (10) **working days** of receipt of the documents. The President shall communicate this **decision**, in writing, to both the originating committee and the Priorities and Planning Committee.
- e. The President shall send recommended proposals to the Board of Trustees for final dispensation.

## ARTICLE VI AD HOC COMMITTEES

Ad hoc committees may be formed at the discretion of the membership of each standing committee or by the President for the purpose of addressing unique and specific issues at the College that are deemed beyond the prevue of an existing standing committee.

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### **ARTICLE VII RECONSIDERATION OF DECISIONS**

#### **Section 1 Decisions**

There are various decision making points in the governance process. This section describes how varying groups may move for reconsideration of decisions brought through the governance process as described in ARTICLE II.

There are potentially four (4) **points in the process** where a proposal might not be approved:

1. The Standing Committee receiving it does not approve the **proposal**
2. The Priorities and Planning Committee does not approve the **proposal**
3. The President does not approve the **proposal**
4. The Board of Trustees does not approve the **proposal**

At each point in the process, a non-approved proposal will be returned to the submitting committee with a detailed explanation of the issues/questions the committee, or individual, had with the proposal. Within an agreed upon period of time, the proposing committee and evaluating group will meet to evaluate outstanding issues. If an understanding between the groups can be achieved, the proposal will move to the next step. If an understanding between the groups is not achieved, the proposing committee may revamp the proposal by addressing the identified issues and re-initiate the approval process at beginning. This step is essential to insure that all constituencies have input regarding the reworked proposal.

#### **Section 2 Continued support for proposal**

If after discussion with the non-approving committee, the proposing group wishes to modify its proposal and resubmit it for further consideration the modified proposal will start at the beginning of the process and each group will consider the proposal as a new proposal.

### **ARTICLE VIII MEETINGS OF THE STANDING COMMITTEES**

#### **Section 1 Number of Meetings**

Meetings of the standing committees shall take place as needed. All committees shall meet at least once per semester.

#### **Section 2 Attendance**

- a. At the first meeting of each standing committee, the membership shall determine the number of unexcused absences that shall constitute removal from the committee.
- b. Administrators who are **ex-officio** members of standing committees are expected to attend all meetings. In the event that an administrator is unable to attend a meeting of a standing committee, it is expected that he/she will send a delegate.

## Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

- c. The meetings of all standing committees are open to the Molloy **Community** on a no-voice, no-vote basis. The chairperson of a standing committee may call for a closed meeting.
- d. A **quorum** must be present for voting to take place. A **proposal** shall be passed by a two-thirds (2/3) **vote** of the members voting. Written proxy **votes** will be accepted on the first ballot. Ordinarily, voting will be taken by voice **vote**; however, any member may call for a secret ballot subject to a majority **vote** of the membership.

### Section 3 Colloquium Agenda

The Chair of Priorities and Planning Committee shall prepare the agenda for the Molloy College Colloquium.

### Section 4 Agenda and Minutes

**Colloquium** agenda shall be distributed at least one (1) week before the **Colloquium** meets. Agenda and minutes for standing committees' meetings and **Colloquium** meetings shall be distributed via email.

## ARTICLE IX ELECTION OF MEMBERS OF STANDING COMMITTEES

All members of standing committees shall be elected or appointed by their respective constituencies in a manner decided by the constituencies.

### Section 1 Criterion for Membership

Criteria for standing committee-at-large elected membership shall be as follows:

Elected Administrators	Shall have completed two (2) years at Molloy
Faculty	must have completed at least two (2) years of full-time teaching at Molloy. <sup>3</sup>
Part-time faculty	See <u>Faculty Handbook</u>
Undergraduate students	Must be full-time and have completed at least one (1) year at Molloy
Graduate students	Must be matriculated in a graduate program and have completed three (3) credits of course work at Molloy
Staff	Must have completed at least two (2) years of full-time employment at Molloy

---

<sup>3</sup> For specific requirements for faculty membership for each committee, see the sections on membership in Articles V through VIII



## Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### Section 2 Terms of Office

- a. Administrators At large members for two (2) years
  - Faculty Two (2) years staggered for all members\*
  - Students One (1) year
  - Staff Two (2) years
- \*Faculty elected to the Priorities and Planning Committee serve a three (3) year term for purpose of continuity.
- b. **Interrupted committee service**, for any reason, by an elected committee member shall result in the termination of service for that member. The appropriate constituency shall elect a replacement member.

### Section 3 Times of Elections

Elections to all standing committees shall be conducted by ballot independently by each **constituency** by the last week in April.

### Section 4 Communication of Elections

The Chair of Planning and Priorities will be notified by each constituency of the election of member. Notification of committee membership will be included in the meeting minutes.

## ARTICLE X MOLLOY COLLEGE POLICY DECISIONS RELATION TO THE BOARD OF TRUSTEES

**Decisions** subject to Board approval shall be submitted in writing by the President to the appropriate Board Committee before the next regularly scheduled meeting of the Board or the appropriate Board Committee. Such **decisions** shall not become effective unless approved by the Board of Trustees. Decisions of the Board of Trustees on issues brought to them will be communicated to the College by the President's office.

## ARTICLE XI MOLLOY COLLEGE COLLOQUIUM

### Section 1 Duties

The Molloy College **Colloquium** consists of all members of the Molloy College **Community**. Meetings of the **Colloquium** will be held at least once a semester for the purpose of communication and discussion of all **proposals** from the **governance** committees for the purpose of soliciting input and determining a consensus on topics presented and to discuss. These meetings will also be called for the purpose of receiving and discussing **proposals** from the Molloy College **Community** on other items.

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

Meetings of the **Colloquium** will be called by the Chair of Priorities and Planning Committee and presided over by the President of the College. The Priorities and Planning Committee may call for additional Colloquia when the committee deems necessary.

### **Section 2      Communication**

Minutes from the Colloquium will be distributed to Priorities and Planning Committee to aid in decisions and posted for College input.

## **ARTICLE XII            AMENDING THE BY-LAWS**

These By-Laws may be amended by the Priorities and Planning Committee at any meeting provided that:

- a. The amendment has been proposed at a previous meeting
- b. The amendment has been presented at a prior meeting of the **Colloquium**
- c. The membership has been notified in advance that a conclusion on the amendment will be reached at the meeting
- d. Two-thirds (2/3) of those voting concur

The President and Board of Trustees must subsequently approve amendment proposed by P&P. Results of the decisions will be communicated to P&P and the campus by the President.

## **ARTICLE XIII            RULES OF ORDER**

The rules contained in Robert's Rules of Order shall govern the Molloy College **Governance** Committees in all cases to which they are applicable and in which they are not inconsistent with the By-Laws of the College **Governance** Committees.

## **ARTICLE XIV            PERIODIC EVALUATION OF GOVERNANCE BY-LAWS**

The Priorities and Planning Committee shall undertake the responsibility for **evaluation** of the College **Governance** By-Laws. Said **evaluation** shall take place at least every five (5) years.

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### **APPENDIX A**

#### **FUNCTIONAL AND OPERATIONAL TEAMS AND COMMITTEES**

##### **THE PRESIDENT'S LEADERSHIP TEAM**

The President's Leadership Team is advisory to the President and is an extension of the Office of the President. The Leadership Team assists with the operation and the mission of the College. The team consists of the Vice Presidents who report directly to the President and facilitates communication among the Vice Presidents.

The President retains the power to reject and/or amend any recommendations made by the Leadership Team. The Leadership Team does not take the place of any existing committee in the present governance structure.

##### **OTHER ADVISORY COMMITTEES TO THE PRESIDENT**

###### **COLLEGIAL COMMITTEE**

The Collegial Committee is a joint committee of the faculty and administration whose charge is to make recommendations to the President on Faculty compensation.

###### **HEALTH AND WELFARE COMMITTEE**

The focus of the Committee is to explore benefits not now offered as to desirability and feasibility, to examine benefits presently offered as to whether they are meeting today's needs, to foster a better understanding, within the Molloy community of the present benefits plan.

###### **PRESIDENT'S ADVISORY COMMITTEE ON CAMPUS SECURITY**

The Committee shall review current campus security policies and procedures and make recommendations for their improvement.

###### **ADMINISTRATIVE MANAGEMENT COUNCIL**

The charge of the Administrative Management Council is to address and review non-academic issues related to the effective administration of the College. Specifically, the Council will focus on non-academic policy development review and implementation, assessment and improvement of operational processes and practices, and addressing other issues related to administrative effectiveness

##### **OTHER PARTICIPANTS IN MOLLOY COLLEGE GOVERNANCE**

###### **UNDERGRADUATE STUDENTS**

Every undergraduate student who pays activities fees is a member of the Molloy Student Government and is eligible to participate in College **Governance**. The Molloy Student Government

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

is the governing body of the Molloy Student Government. Active student membership in College **Governance** is in keeping with the stated goal of ensuring undergraduate students full participation in the College **Governance** process. The Constitution and By-Laws of the Molloy Student Government are in the Student Handbook.

### **GRADUATE STUDENTS**

Every graduate student who pays activities fees is a member of the Molloy Graduate and is eligible to participate in College **Governance**. Active student membership in College **Governance** is in keeping with the stated goal of ensuring graduate students full participation in the College **Governance** process.

### **ADMINISTRATORS' COUNCIL**

The Administrators' Council is the representative body of the administrators of the College. Its purpose is to support the President, represent the administrators on issues of importance, promote greater integration between administrators and other constituencies, and encourage professional development. The duties and responsibilities of the College administrators are specified in the Employee Handbook.

### **FACULTY COUNCIL**

The Faculty President is the chief, elected official of the faculty, the faculty spokesperson, and the usual liaison agent for faculty interests with the College President and with the Vice President for Academic Affairs/Dean of Faculty. She/he is a voting member of the Priorities and Planning Committee, and Chairperson of the Faculty Council.

The Faculty Council is the representative body of the teaching faculty of the College. Its purposes are to represent the teaching faculty to the various constituencies of the College, to regulate the internal affairs of the teaching faculty, to provide an efficient system of standing committees, to initiate studies of matters of faculty interest and concern, and to participate in the formation and implementation of major College policies that affect the faculty.

Faculty Council is organized around a system of committees. Standing Committees are Contract Committee, Nominations/Elections Committee, Faculty Professional Center Committee, and the Committee for Faculty Scholarship and Academic Advancement. The Policy Standing Committees are Promotion, Tenure and Sabbatical. **Ad hoc** committees, such as Dismissal, Grievance, and Hearing, are formed at the discretion of the Faculty Council. The Constitution and By-Laws of Faculty Council are in the Faculty Handbook.

### **DIVISION COUNCIL**

The Department Chairperson has as her/his primary responsibility the administration of the department, maintaining and furthering standards in the department, as well as providing the environment for excellence in the department. She/he is directly responsible to the Division Dean.

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

The Division Council meets as needed with the Vice President for Academic Affairs. The Division Council is composed of all Department Chairpersons, Division Deans, Associate Deans and the Director of the Faculty Professional Center. The Division Council may form Sub-Committees to address issues as necessary.

Working with the Vice President for Academic Affairs, the Division Council, in consultation with the Academic Departments:

1. Coordinates students-academic services. The Division Council meets periodically with the Registrar, Vice President for Enrollment Management, other administrators and guests as necessary to assure effective coordination of academic services.
2. Determines the format of the course offering grid for course schedules.
3. Formulates proposals regarding student progression and graduation.
4. Formulates proposals regarding academic policies and standards.
5. Formulates proposals regarding academic disciplinary policies.
6. Formulates proposals regarding General Education requirements.
7. Formulates proposals regarding admissions standards.  
Proposals in reference to academic disciplinary policies, academic standards, criteria for admission, and General Education are sent to either the Graduate or Undergraduate Academic Policies and Programs Committee of the Governance Structure.

The Chairpersons and Deans are **ex-officio** members of the Student Learning Outcomes Assessment Group.

### **STAFF ADVISORY GROUP**

The Staff have a formal campus organization, the Staff Advisory Group. Staff policies are contained in the [Employee Handbook](#).

**ADVISORY GROUPS** - The College will create and support significant area advisory groups to monitor operations and alert the College of issues pertaining to student support services.

### **THE INSTITUTIONAL ASSESSMENT COMMITTEE**

The Institutional Assessment Committee is composed of all Vice Presidents, the Faculty President, two faculty members, one administrative representative (from the Administrative Council), one staff representative, one undergraduate student, and one graduate student and the Director of Institutional Research. The chair of this committee is designated as the Vice President for Information Technology, Planning, and Research.

The Institutional Assessment Committee is responsible for refining the identified components of the Institutional Assessment Plan and determines that:

- a. Data are collected in an organized fashion.

## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

- b. Data are summarized and made available to the appropriate persons in non-academic and academic departments.
- c. Data are used to improve the identified process.
- d. The Assessment Plan is modified when necessary.
- e. Make recommendations to the Priorities and Planning Committee regarding the Strategic Plan in light of assessment data.
- f. The Institutional Assessment Committee meets with the Priorities and Planning Committee at least once a semester to report on assessment activities.

### **THE STUDENT LEARNING OUTCOMES ASSESSMENT GROUP**

The Student Learning Outcomes Assessment Group is composed of all academic Department Chairpersons, Deans, Associate Deans, Vice President for Enrollment Management, Vice President for Student Affairs, Vice President for Information Technology, Planning and Research, Director of Academic Support Services/TRIO, Director of Continuing Education, Director of Institutional Research, one graduate student and one undergraduate student. It is chaired by the Vice President for Academic Affairs.

The Student Learning Outcomes Assessment Group is responsible for revision and implementation of the Molloy College Student Outcomes Assessment Plan. All data collection is coordinated through the Office of the Vice President for Information Technology, Planning and Research.

The Student Learning Outcomes Assessment Group:

- a. Determines all procedures and processes in reference to student outcomes assessment.
- b. Determines the schedule and desired outcomes for assessment.
- c. Reviews the actual outcomes of assessment procedures and determines how assessment results are used.
- d. Maintains contact with all academic and administrative departments involved in the Student Outcomes Assessment Plan.
- e. Meets on a regular basis, at least once a semester, with the Undergraduate Academic Policies and Programs Committee to report on assessment activities.
- f. As per the Governance Structure, the Undergraduate Academic Policies and Programs Committee/Graduate Academic Policies and Programs Committee receive and evaluate program evaluations from the Student Learning Outcomes Assessment Group.

## Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

### GLOSSARY

<b>Ad Hoc:</b>	A committee formed for a specific purpose and for a limited time.
<b>Annual Budget:</b>	The report of anticipated income and expenditures which is prepared by the treasurer and indicates the financial needs for the successful operation of the institution.
<b>Colloquium:</b>	An organized conference or seminar on some subject involving the Molloy <b>Community</b> A forum for presenting <b>proposals</b> .
<b>Community:</b>	Administrators, Faculty, Staff, Students.
<b>Constituency:</b>	One of the members of the Molloy College <b>Community</b> , i.e., Administrator, Faculty, Staff, Student.
<b>Decision:</b>	A judgment or conclusion reached by the President or the Board of Trustees.
<b>Evaluation:</b>	The process of assessing the actual performance of the institution in terms of the <b>goals</b> and <b>objectives</b> derived from the planning process.
<b>Ex-officio:</b>	A member of a committee by virtue of one's office or position.
<b>Goal:</b>	A desired future state or condition which, if attained, will contribute to the achievement of the institutional mission.
<b>Governance:</b>	A structure and process of <b>decision</b> -making within the College regarding philosophy, purposes, policies, programs, and outcomes; the way that issues affecting the entire institution, or one or more components thereof, are decided. Includes the structure, both formal and informal, of <b>decision</b> -making groups, and relationships between and among those groups and individuals. Includes the process used to reach <b>decisions</b> and the outcome of recommendations from <b>governance</b> groups to higher-level individuals or groups.

## Governance Document

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

<b>Integrate and Prioritize:</b>	To form a plan from a <b>proposal</b> and then to devise a schema for accomplishing the <b>goals</b> of this plan and rank in order of their importance or need.
<b>Interrupted Committee Service:</b>	A period of time such as sick leave, sabbatical, or study leave, when a committee member is away from campus and, therefore, unable to attend meetings and participate in the activities of the committee.
<b>Objectives:</b>	A desired future state or condition which, if attained, will contribute to the achievement of one or more institutional <b>goals</b> . <b>Objectives</b> are subordinate to <b>goals</b> and are more narrow, concrete, specific, and subject to measurement.
<b>Planning:</b>	An ongoing process by which an institution assesses its environment, changes or reaffirms its mission; establishes derivative <b>goals</b> and <b>objectives</b> , and then designs programs and courses of action to implement them.
<b>Policy:</b>	A guide established to provide direction in decision-making. All policies should appear in written form in at least one college publication.
<b>Procedure:</b>	A series of steps for the accomplishment of some specific endeavor.
<b>Program:</b>	Undergraduate = Major, minor, or undergraduate academic grouping of courses, Graduate = Graduate Academic field of study
<b>Proposal:</b>	An idea, suggestion, proposition, or measure that originates with an individual group, or in committee and goes through the committee process.
<b>Quorum:</b>	One more than half of the membership.
<b>Recommendation:</b>	The act of recommending, or calling attention to a person or thing as suited to some purpose.
<b>Strategic Plan:</b>	A written document or documents setting forth the <b>goals</b> and <b>objectives</b> of the institution and specifying programs and courses of action designed to achieve them. The <b>Strategic Plan</b> may include background information on the institution, mission and scope, <b>goals</b> and <b>objectives</b> , planning assumptions, <b>policies</b>



## **Governance Document**

*Approved by The Board of Trustees*

*Thursday 10, May 2012*

and **procedures** for planning, description of programs, and long-range projections of enrollments, resource requirements, capital and operating budgets, etc.

### **Vote:**

A formal conclusion, either positive or negative, made by members of a group in regard to a matter brought before it.

### **Working Days:**

Days when the College is open, as indicated by the College calendar.