

**QUEENSBOROUGH COMMUNITY COLLEGE
The City University of New York**

Report to the Academic Senate

M E M O R A N D U M

FROM: Dr. David Sarno, Chair of Committee on Bylaws

TO: Barbara Blake Campbell, Secretary, Academic Senate Steering Committee

Date: March 26, 2010

SUBJECT: Report of the Committee on Bylaws of the Academic Senate

March 25, 2010

Prepared by David Sarno, Chair

Summary

The Bylaws Committee met on March 10 and March 17, 2010 to respond to proposals presented by the Chairs of several Standing Committees of the Academic Senate.

1. The Committee on the Gallery and the Performing Arts proposed a change in the name of their committee and a significant revision of their charges.
2. The Committee on Distance Education proposed an increase in the number of voting members.
3. The Steering Committee of the Academic Senate proposed a set of guidelines for the use of email when committee business must be conducted electronically.
4. The Steering Committee of the Academic Senate proposed the creation of a Committee on Assessment and Institutional Effectiveness.

Report

Item 1. From the Committee on the Gallery and Performing Arts.

In November 2009, the Bylaws Committee received a proposal from Dr. Zivah Perel, Chair of the Committee on Gallery and Performing Arts, which sought to rename the committee and update their charges. The Rationale stated that due to the expansion of educational and artistic resources at QCC in recent years, the name and charges of the committee as presented in the Bylaws was no longer accurate.

The proposed name was “The Committee on the QCC Art Gallery, Queensborough Performing Arts Center (QPAC), and Kupferberg Holocaust Resource Center & Archives.” The revised charges

described the committee as a liaison who would report, recommend and advocate, but who would no longer be charged with administrative or programmatic decisions. The members of the bylaws committee expressed the opinion that the name was not only too long to be of practical use, but also that it could become too restrictive should additional relevant resources become present on campus. The charges were approved with minor modification for clarity and the Committee on Gallery and the Performing Arts was asked to resubmit their proposal with a less cumbersome name.

In March 2010, the proposal was resubmitted and sought to name the committee “The Committee on Cultural and Archival Resources.” On March 17, 2010, after minor revision of the language for clarity, the proposal was approved by unanimous vote.

Item 2. From the Committee on Distance Education

In December 2009, the Bylaws Committee received a proposal from Dr. Edward Volchok, Chair of the Committee on Distance Education which sought to increase the number of faculty members from five (5) to seven (7). The Rationale stated that the committee’s intention is to increase the number, scope and quality of online course offerings with recommendations that will cover a wide range of issues relating to student support and training, faculty support and training, and the infrastructure needed to deliver a high quality education experience for our students. The addition of two voting members would allow them to fulfill their mandate more quickly and efficiently.

On March 10, 2010, the proposal was approved by unanimous vote.

Item 3. From the Steering Committee: using email for committee business

In January 2010, Drs. Emily Tai, Philip Pecorino, and David Sarno discussed guidelines that could be added into the Bylaws to allow committee business to take place electronically (i.e. via QCC email). The proposal that was submitted to the Bylaws Committee referred to the most recent edition of *Robert’s Rules of Order* which indicates that “efforts to conduct deliberative process by postal or electronic mail or facsimile must be expressly authored by...by-laws.” The Senate Parliamentarian, Dr. Pecorino, recommended that the Academic Senate ratify protocols for the use of e-mail in committee deliberations as “rules of procedure.” The intention of the Steering Committee was to allow committees to operate electronically only when considered absolutely necessary, while emphasizing that in-person meetings are the optimal way to transact business.

The Bylaws Committee carefully considered how the proposed language could be worded to prevent a gradual shift from holding in-person meetings to all-electronic correspondence. In other words, committees should not rely on email as the primary method for conducting business and should make every effort to hold in-person meetings. The Bylaws Committee also made sure that the guidelines for email procedures mirrored, as closely as possible, the methods used for in-person meetings.

On March 17, 2010, in consultation with Dr. Tai, a revised proposal was approved by unanimous vote.

Further, after lengthy discussion of the positive and negative aspects of using email to conduct committee business, the Committee on Bylaws has the following recommendations.

1. Discussions via email can become exceptionally difficult to follow, especially if multiple topics are under consideration. They are also likely to produce a great deal of paper when printing becomes necessary. Therefore the Steering Committee may consider requesting that the Committee on Computer Resources explore alternatives to email for compiling and recording committee business conducted electronically. For example, online discussion forums could be used to organize committee business into ongoing threads by topic.
2. Due to concerns that allowing the use of email for committee business could result in a gradual shift to all meetings being held electronically, rather than in-person, the Steering Committee may consider reporting to the Academic Senate at the conclusion of each semester:
 - a. the number of committees who have conducted business via electronic means during that semester.
 - b. compliance of those committees' conduct of electronic meetings with the aforementioned guidelines.
 - c. any concerns and/or recommendations regarding the effectiveness of these guidelines.

Item 4. From the Steering Committee: creation of a Committee on Assessment and Institutional Effectiveness

In March 2010, the Steering Committee of the Academic Senate submitted a proposal for the creation of a new standing committee, the Committee on Assessment and Institutional Effectiveness. The Bylaws Committee first discussed this proposal on March 10, 2010 and responded to the Steering Committee with questions concerning the exact charges of the committee, as well as what it should not do; how its membership would be determined; how it would interact with the administrative Office of Assessment; how it relates to departmental assessment committees; what kinds of recommendations it would make; what is meant by "closing the loop"; and the kind of commitment expected of its members. A revised proposal drafted by the Steering Committee was discussed at the March 17 meeting. Dr. Tai presented the proposal, clearly expressed its intentions as summarized below, answered questions, and helped the committee draft revised language.

The primary goals of creating the Committee on Assessment and Institutional Effectiveness are to provide a means to implement recommendations by the Middle States Higher Education Commission and to insure that all assessments conducted within our college, and particularly, the assessment of student learning outcomes, would remain within the purview of shared governance. The Steering Committee believes its formation would constitute a means to establish "comprehensive, integrated, and sustained processes to assess institutional effectiveness and achievement of institutional mission," as well as "assess the achievement of student learning outcomes at the course, program and institutional levels." This would constitute evidence of adequate "institutional support for and faculty leadership in the assessment of student learning," as well as the cultivation of a "culture of assessment," as per the recommendations of the Middle States Commission on Higher Education. By locating this process of review within the shared governance system of the college, it will particularly affirm the integrity and legitimacy of departmental, program, and curricular assessments, and signal respect for the time and effort of members of the faculty who conduct them.

The committee would not conduct assessments. Rather, it would confirm that assessments had taken place, and were actively being used to shape such ongoing processes as departmental instruction, curriculum design, and institutional strategic planning in ways that affirmed the principles of departmental and disciplinary integrity, academic freedom, and shared governance. It would be charged with reviewing summary reports of assessment activities carried out at the departmental and/or college unit level, in order to confirm that the results of this assessment had been applied to effect a process of “continuous improvement,” colloquially referred to as “closing the loop.” The operation of the committee would accordingly compliment the operation of the Assessment Database, as well as the activities of the administrative Office of Assessment.

On March 17, 2010, in consultation with Dr. Tai, a revised proposal was approved by unanimous vote.

The Resolutions on these matters follow.

Respectfully submitted,
David Sarno

Resolution 1 on the Committee on Gallery and the Performing Arts

WHEREAS the educational, artistic, and archival resources available on the Queensborough Community College campus have expanded significantly in the recent past, and

WHEREAS the name and charges of the Committee on the Gallery and the Performing Arts no longer reflect the true nature and activities of this committee,

BE IT RESOLVED that the Bylaws Committee approves the proposal from the Committee on Gallery and the Performing Arts to change its name and charges, and that Article VII, Section 20 of the Bylaws of the Academic Senate of Queensborough Community College shall be revised as follows.

From:

Section 20. The Committee on Gallery and the Performing Arts

The Committee on Gallery shall consist of nine (9) members: five (5) members of the instructional staff, two (2) students, and the Gallery Director and the Director of Performing Arts (nonvoting members with the exception of a tie vote on matters pertaining to their area of concern).

The Committee on Gallery and Performing Arts shall:

- a. Participate in administering the College Gallery.

- b. Make recommendations and report to the Academic Senate on the acquisition of all art and design objects for the campus.
- c. Plan, recommend and participate in the implementation of all College art exhibits.
- d. Select and recommend professional arts events to the Academic Senate and implement those approved.
- e. Participate in the planning and implementation of the Performing Arts Series.
- f. Consult with the Director of the Performing Arts Center and the Vice President of Institutional Advancement.
- g. Seek additional financial support for the Gallery and to increase the number of performing arts events at the College.

To:

Section 20. The Committee on Cultural and Archival Resources

The Committee on Cultural and Archival Resources shall consist of ten members. The seven (7) voting members of the committee shall be: five (5) members of the instructional staff; two (2) students. The nonvoting members of the committee shall be the Director of the QCC Art Gallery, the Director of the Queensborough Performing Arts Center (QPAC), and the Director of the Kupferberg Holocaust Resource Center & Archives. In the event of a tie vote, the director(s) of the institution(s) shall have a vote on matters pertaining to their area of concern.

The Committee on Cultural and Archival Resources shall:

- a. Serve as a liaison between the QCC Art Gallery, Queensborough Performing Arts Center (QPAC) and Kupferberg Holocaust Resource Center & Archives, and the campus community.
- b. Report to Academic Senate concerning activities, acquisitions, and facility updates at the QCC Art Gallery, Queensborough Performing Arts Center (QPAC), and Kupferberg Holocaust Resource Center & Archives.
- c. Recommend involvement of the campus community in the QCC Art Gallery, Queensborough Performing Arts Center (QPAC), and Kupferberg Holocaust Resource Center & Archives.
- d. Advocate for pedagogy that utilizes the resources of the QCC Art Gallery, Queensborough Performing Arts Center (QPAC), and Kupferberg Holocaust Resource Center & Archives.

Resolution 2 on the Committee on Distance Education

WHEREAS the college is now considering ways and means to increase the number and quality of courses offered using asynchronous and partly asynchronous modalities, and

WHEREAS the Committee on Distance Education has been a major force behind this initiative, and

WHEREAS, the ability of the Committee on Distance Education is presently limited by the committee's current five-member restriction,

BE IT RESOLVED that the Bylaws Committee approves the proposal from the Committee on Distance Education to increase its membership, and that in Article VII, Section 18 of the Bylaws of the Academic Senate of Queensborough Community College, the first paragraph shall be revised as follows.

From:

Section 18. The Committee on Distance Education

The Committee on Distance Education shall consist of five (5) faculty members and two (2) students. All faculty and students should be familiar with online instruction. Faculty shall come from different departments so as to be representative of the wide range of disciplines and degree programs at the college.

To:

Section 18. The Committee on Distance Education

The Committee on Distance Education shall consist of seven (7) faculty members and two (2) students. All faculty and students should be familiar with online instruction. Faculty shall come from different departments so as to be representative of the wide range of disciplines and degree programs at the college.

Resolution 3 on the use of email for conducting committee business

WHEREAS in-person meetings are considered the optimal way of conducting committee business, and

WHEREAS there are circumstances where it may be necessary for committees of the Academic Senate to conduct business by electronic means, and

WHEREAS all committee business, whether transacted in-person or electronically, must be governed by identical rules and procedures

BE IT RESOLVED that the Bylaws Committee approves the proposal from the Steering Committee on the insertion of guidelines on the use of email for conducting committee business, and that Article VII, Section 2 of the Bylaws of the Academic Senate of Queensborough Community College shall be amended as follows.

Insertion:

4. In-person meetings of committee members are the optimal way to transact business, evaluate proposals and resolutions, and conduct votes concerning such resolutions in committees of the Academic Senate. Where it is absolutely necessary and should it be the judgment of the committee chair and its membership to conduct the committee's business electronically, the work of committees of the Academic Senate may be transacted electronically within the following specifications:
 - b. The meeting shall be announced in the same manner as the in person meeting. All materials, proposals, and actions relevant to committee purview may be submitted electronically for the review of committee members and circulated for committee comment for a demarcated period of time to be determined by the committee chair with the consent of committee members.
 - c. Should it be the judgment of the Committee chair and its membership that it is absolutely necessary to conduct an electronic vote upon a resolution arising from the circulation of these materials and subsequent to circulation and opportunity for discussion of aforementioned materials and any correspondence they may elicit, the vote will be taken in the following manner.
 1. The Resolution in question will be circulated among all committee members by e-mail, with an indication that an affirmative, negative, or abstaining vote must be returned, via reply e-mail, by a set date and time;
 2. Replies will then be collected and printed out by the committee chair;
 3. The results of the vote will be announced to the committee members electronically;
 4. Said results, and any resolution approved by the vote, shall be reported to the Academic Senate by the Committee's chair and/or secretary in the same manner as when votes are conducted in-person.
 5. The e-mails containing the votes will be retained by the Committee chair or secretary for delivery to the Senate archivist at the close of the Academic year in the same manner as when votes are conducted in-person.
 - d. The Secretary of the committee shall prepare minutes of the meeting summarizing the committee work that was conducted electronically. The minutes should be provided to each committee member for their approval. The minutes of the electronic proceedings and accompanying emails shall be distributed in the same manner as for in person meetings.
 - e. The e-mails containing the resolution, comments, votes and approved minutes shall be made available to any member of the public community upon request as per New York State law governing open meetings.
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Resolution 4 on the creation of a Committee on Assessment and Institutional Effectiveness

WHEREAS it is the recommendation of the Middle States Higher Education Commission that Queensborough Community College establish “comprehensive, integrated, and sustained processes to assess institutional effectiveness and achievement of institutional mission,” and also “assess the achievement of student learning outcomes at the course, program and institutional levels,” and

WHEREAS “institutional support for and faculty leadership in the assessment of student learning,” as well as the cultivation of a “culture of assessment,” has become a college-wide priority, and

WHEREAS it is critical to keep this process of review within the shared governance system of the college,

BE IT RESOLVED that the Bylaws Committee approves the proposal from the Steering Committee for the creation of a Committee on Assessment and Institutional Effectiveness, and that the Bylaws of Academic Senate of Queensborough Community College shall be amended as follows with as an addition to Article VII, to be inserted as Section 11, between Section 10, “Committee on Admissions,” and the current Section 11, “Committee on Awards and Scholarships,” necessitating a renumbering of Sections 11-25 as Sections 12-26.

Insertion:

Section 11. Committee on Assessment and Institutional Effectiveness

The Committee on Assessment and Institutional Effectiveness shall consist of seven (7) members of the faculty and eligible staff, reflecting, where possible, a balanced representation of faculty from varied programs and curricula, with no more than one representative from any given department; and two (2) students.

The Committee on Assessment and Institutional Effectiveness shall:

- a. Receive and review summary reports describing initiatives to assess student learning from academic departments, academics, and academic programs of the college;
- b. Receive and review documents relating to assessments of institutional effectiveness from all non-academic units of the college;
- c. Make annual reports of progress in assessment of data collection, including:
 1. The receipt of assessment reports from each department/unit of the college;
 2. Courses/college units assessed from each department;
 3. Summary of Assessment data gathered from assessments;
 4. Any departmental conclusions drawn and/or actions taken as a result.
- d. Review assessment procedures the College undertakes and make recommendations concerning these assessment initiatives to the Academic Senate, in support of principles of shared governance, academic freedom and transparency.