



**Handbook
For
Councils,
Committees,
Task Forces,
And
Work Groups**

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Council, Committee, Task Force and Work Group Definitions

The governance structure of Lake Washington Institute of Technology (LWTech) consists of the Board of Trustees, President, Executive Cabinet, Councils, Committees, and Task Forces.

Board of Trustees: The Board of Trustees is the governing body of the Lake Washington Institute of Technology. Trustees are appointed to multi-year terms by the Governor with the consent of the Washington State Senate. The Trustees represent communities in the service area of the college, which includes Bellevue, Bothell, Carnation, Duvall, Fall City, Issaquah, Kirkland, Mercer Island, Redmond, Skykomish, Snoqualmie and Woodinville.

Board of Trustees' activities include establishing policy and setting the strategic direction of the Institute, as well as the hiring of a President and Chief Executive Officer.

President: The President is the Chief Executive Officer and responsible for the overall operation of the Institute.

Executive Cabinet: The Executive Cabinet works with the President to provide strategic leadership and executive level operational coordination to achieve the College's strategic plan priorities and key initiatives. It is charged with making recommendations to the president regarding policies and procedures, and with ensuring that decisions reached are effectively implemented. The Cabinet along with the President is also charged with aligning the College's strategic plans and available resources to ensure that the College fulfills its mission.

Councils: Councils serve as oversight and coordinating groups based on functions pertinent to the College's Mission Statement. Members may be elected or appointed to discuss, deliberate, and advise.

Councils within LWTech include:

Instructional Council

College Council

Equity, Diversity & Inclusion Council

Advisory Councils & Committees: Unlike task forces that are short in duration, advisory councils or committees may exist for many years as long as there is a benefit to the Institute.

Advisory Councils and Committees within LWTech include:

President's Advisory Council

Program Advisory Committees

Committees: Committees are considered the workhorses of any organization. Much business is discussed, investigated, and carried out in committees. There are two types of committees within LWTech: standing committees and special committees referred to as Ad Hoc Committees.

A committee can do only what the organization asks it to do; it cannot act independently of the organization. However, if a committee originates an idea that it feels will benefit the Institute it can bring that idea to the appropriate Council or Executive Cabinet.

Standing Committees: are considered a permanent part of the organization. They have certain functions to perform that are essential to the smooth operation of the Institute. Members of a standing committee change, and new officers are elected annually, but the purpose of the committee and its functions and duties generally do not change.

It is essential that the committee keep good records of its activities. The Meeting Minutes Template (Appendix A) should be used for consistency. Minutes should be placed on the Institute's Public Folders Drive (P:) in the Committee folder. A copy of the first summary page of the minutes must be put in the College Council Folder. These files become a continuous record of the activities of the committee.

Standing Committees include:

- Curriculum Review Committee
- Strategic Enrollment Management Committee
- Institutional Planning & Effectiveness Committee
- Accreditation Committee

Ad Hoc Committees: are created to perform a specific task and are dissolved when the task is completed and the final report is given. An Ad Hoc Committee should not be created to do something that is within the designated function of a standing committee. Typically, but not exclusively, Ad Hoc Committees are formed to perform one of two functions. One is to *investigate*, and the other is to *carry out* an action that has been adopted.

If an Ad Hoc Committee is created to investigate a question, it is important that all the different views of the Institute be reflected in the committee members. Such a committee is thus usually a larger one in order to represent all viewpoints.

LWTech Ad Hoc Committees have included:

- Branding Committee
- Presidential Search Committee

Task Force: is a group established to work on a single defined task, activity, or specific problem. Task forces are short in duration and specific in focus. Task forces are ideal for identifying issues, collecting information, reviewing and analyzing the information, and making recommendations to a committee. When it's time to think outside the box and brainstorm about ideas, for example, how to keep the Institute relevant with changing demographics or trends, a task force could bring together board members, consultants, funders, and representatives of the community (internal and external) to find a creative solution.

Task Forces are often appointed by the President with a specific charge and deadline for receipt of the final report. Once the recommendations of the Task Force have been received, the Task Force is dissolved.

Task Forces have included:

- Diversity Task Force

Completion Task Force

Work Groups: A Work Group is a sub group of any entity (Council, or Committee) that is appointed by the Chair of that entity to work on a particular project. Work Groups often utilize specific area experts. The “experts” are acknowledged for their work with the specific project but do not become members of the Work Group’s parent entity.

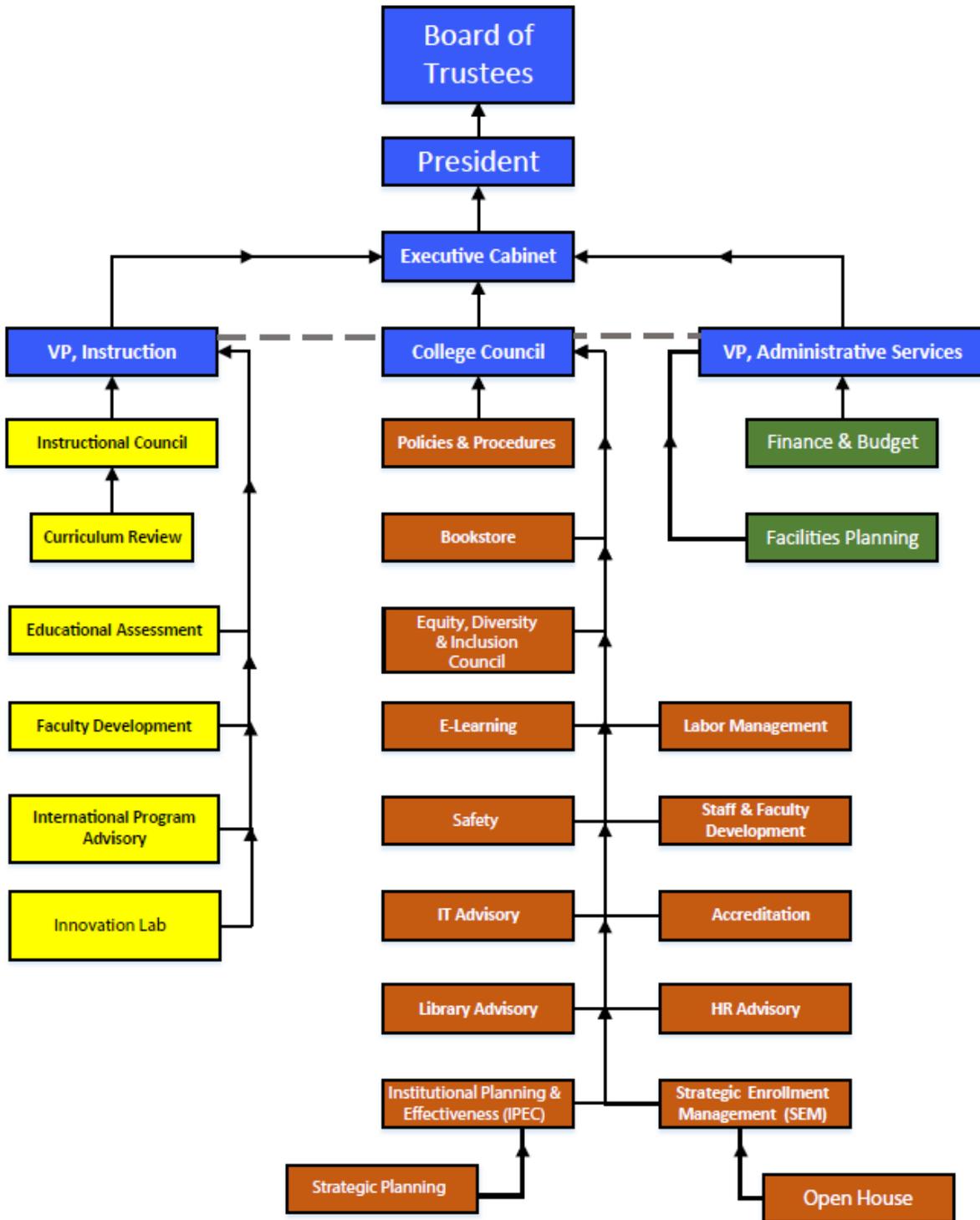
Example of a work group:

Strategic Planning Design Team

In the future Task Forces and Work Groups should use those identifiers in their names for clarity.

Governance Organization Chart

Governance Structure & Committee Information Flow



Definition of Roles

As part of their by-laws Councils and Committees will provide more specificity to the roles and responsibilities of their officers and members as well as how members are selected (elected, appointed, volunteer). For purposes of simplicity, Councils, Committees, Task Forces and Work Groups in this section will be referred to collectively as 'committees'.

In general the key roles are:

Chair: The role of chair is to serve as a facilitator, to ensure that the business which comes to the committee is dealt with appropriately and help the committee reach a fair decision, enabling the business to move through the committee structure. The chair needs to be aware of the reporting lines of the committee and where it fits in the governance structure of the College. When selecting a Chair it should be someone who is enthusiastic about the committee's work, and has the time to devote to the committee. A Help Desk Ticket should be filed when the Chair changes to maintain P Drive access.

Vice Chair: Assists the chair in the performance of his or her duties to facilitate the smooth operation of the committee, and performs the duties of the chair when that person is unable or not available.

Member: Serves on the committee to fulfill the mission assigned. Members are expected to regularly participate in committee meetings. Committee work is teamwork and each member contributes their talent and expertise.

Ex-Officio Member: Is appointed by virtue of another position they hold within the governance structure. E.g., a delegate from the Executive Cabinet is appointed to College Council. Ex-officio members may be voting or non-voting members. This should be spelled out in the Committee's by-laws.

Secretary: Responsible for maintaining attendance records, preparing minutes of committee meetings using the Meeting Minutes Template (Appendix A), and uploading these and other relevant documents to the committee's file on the Public Folders Drive (P:). A copy of the first summary page of the minutes must be put in the College Council Folder on the P Drive. A Help Desk Ticket should be filed when the Secretary changes to maintain P Drive access.

Student Member: Serves on the committee (where appropriate) to provide a student's perspective to fulfilling the assigned mission. Students are expected to consistently attend and participate in meetings. Students are ex officio delegates (voting) of all committees unless stated otherwise in a committee's By-Laws. It is *recommended* that student members participating in committees maintain a 2.5 GPA, have completed a minimum of fifteen (15) credits at LWTech, and be free of any conduct sanctions from the college; these recommendations should not be limiting factors of a student's participation on a committee unless decided otherwise by the Associated Student Government or the Director of Student Programs. Students must be currently enrolled in at least six (6) credit at the college. All Student Members must be approved by the Associated Student Government

Mission Statements, By-laws & Record Keeping

Mission Statement or Charter: Each Council, Standing, or Ad Hoc Committee should have a mission statement or charter. The mission statement should clearly define why the committee exists, its purpose and its 'customer'. By providing a mission statement, the incoming chair and members understand how their work fits within the stated purpose(s). Without a mission statement, the work of a committee tends to transform from year to year and chair to chair.

The mission statement should be simple. The statement should capture the essence of what the committee will achieve and how they will achieve it.

The statement should be short and concise. The fewer words the better. People tend to want to add additional information to the statement, but usually these statements just confuse the reader and cloud the real meaning of the statement.

SAMPLE Mission / Charter statements

*The **Calendar Committee** serves to recommend to the president and the board of trustees the official college calendar to be used by the campus. This committee shall ensure that the college calendar adheres to all requirements for the academic year and incorporates all requisite events and holidays.*

*The **Commencement Committee** serves to organize and facilitate the annual commencement exercises including selection of the speaker, the marching order, music and other aspects designed to make commencement a memorable occasion for LWTech College graduates.*

By-laws: According to Roberts Rules Chapter 20 – 'Bylaws are the most important document of the organization. Without bylaws, an organization would have no structure, and anarchy would rule.'

It is recommended that By-laws include:

1. The name of the committee
2. Mission / Charter Statement
3. Members
 - a. How the members are selected, elected, or volunteer to join the committee.
 - b. Is there a required composition of the committee (e.g. each academic department must have one representative)?
 - c. Are there classes of members (e.g. voting or non-voting)?
 - d. Duties or requirements (e.g.: is there an attendance requirement?)
4. Officers
 - a. How they are selected or elected

- b. Duties
 - c. Term of office
5. Meetings
- a. When are they held (e.g.: the 2nd Tuesday of each month)
 - b. Cancellation of a regularly scheduled meeting
 - c. Calling a special meeting
 - d. What constitutes a quorum
 - e. How are decisions made (e.g.: consensus, majority vote)

Some Councils or standing Committees may require more extensive by-laws while others may not need all of the recommended items. Each Council or standing Committee should decide the appropriate by-law structure needed to accomplish their work. Ad Hoc Committees, Task Forces and Work Groups are required to have a Mission / Charter Statement. They are not required to develop by-laws although some may choose to do so.

SAMPLE Committee By-laws

Name of Committee: Commencement Committee

Mission Statement: The Commencement Committee serves to organize and facilitate the annual commencement exercises including selection of the speaker, the marching order, music, and other aspects designed to make commencement a memorable occasion for LWTech College graduates.

Membership: Membership is open to any college employee. Sign-up for each year's Commencement Committee will be during Fall Quarter Opening Week.

ASG will appoint a minimum of two representatives to the Committee. The ASG representatives will be voting ex-officio members of the Committee.

Regular attendance at Committee meetings is expected

Committee members are strongly encouraged to volunteer to help at the commencement ceremony.

Officers: The Committee is Co-chaired by the Vice President for Student Services and the Director of Student Programs.

The members will elect a Secretary to take minutes. The Secretary will regularly post the agenda, minutes and other documents to the Committee's Intranet site.

Meetings: The Commencement Committee meets monthly during Fall Quarter on the 2nd Friday of the month.

During Winter- and Spring-Quarters the Committee will meet twice a month on the 2nd and 4th Fridays.

Additional meetings may be called by the Co-Chairs as needed to complete the work of the Committee. 24 hour notice via email should be given to the committee members of any special meetings.

Regularly scheduled meetings may be cancelled via email by the co-chairs, providing as much notice as possible to the members.

The Committee members in attendance shall constitute a quorum.

Decisions made by the Committee shall be decided by a show of hands vote. Majority rule.

Record Keeping: The records of committees contain information about decisions, discussion, recommendations, and other information that often set a precedent or provide authority for some action. For this reason, they are among the College's most important records. The records of a committee provide the accountability for decisions made and actions taken.

Current committee members refer to meeting minutes to remind themselves of finished and unfinished business and matters requiring follow-up. Minutes and other records serve to inform future members of the history, role and accomplishments of the committee.

Committee records also hold significant value as historical records because they document decision-making, governance, and the changes in committee structure and charges over time. Minutes are often the only records of the actions and/or decision made by the committee.

What records are essential to document committee activities?

- Meeting minutes generally provide the most complete record of the actions of a committee. The supporting papers that accompany each set of minutes provide background information that makes the minutes more meaningful. These documents include agendas, reports, and recommendations, as well as other documents specifically referred to in the minutes.
- Records relating to the establishment and mission of the committee
- Membership lists

Approved minutes and agendas, membership lists, and other supporting documents should be uploaded to the committee's folder on the P Drive within a month of the meeting. The Meeting Minutes Template (Appendix A) should be used for consistency. Minutes should be placed on the Institute's Public Folders Drive (P:) in the Committee folder. A copy of the first summary page of the minutes must be put in the College Council Folder.

If your committee does not take meeting minutes, then the first page of the Meeting Minutes Template can be substituted as long as it provides an accurate record of any decisions made / votes taken by the committee.

Starting New Councils, or Standing Committees

Any proposed new Council or Standing Committee dealing exclusively with instructional issues (curriculum, program review, etc.) requires the approval of the Vice President of Instruction (VPI). The VPI must notify College Council of any approved new council or committee, along with its mission / charter statement.

Any proposed new Council or Standing Committee dealing exclusively with budget or facilities requires the approval of the Vice President of Admin Services. The VP of Admin Services must notify College Council of any approved new councils or committees, along with its mission / charter statement.

Proposed new non-instructional, non-budget, or non-facilities Councils and Standing Committees require College Council approval. The person or persons proposing the new Council or Committee must present a proposed mission / charter statement and proposed membership.

Dissolving Councils or Standing Committees

From time to time the work of a Council or Committee may no longer be deemed relevant. In that case the Council or Committee may decide that it should be dissolved. The committee should follow these steps:

- Committee meets and takes action to recommend dissolution.
- Chair of the committee goes to College Council and explains the reasons for recommending dissolution.
- If there is some work of the committee that needs to continue, the Chair must explain how that work will be done: assigned to an existing committee; creation of a new committee, etc.
- College Council votes to accept or reject the committee dissolution.
- If the committee is dissolved it should be marked [INACTIVE] on its Intranet site. A note should be included providing the reasons for the dissolution, and the date of College Council action.

Dissolving Councils or Standing Committees for non-performance

If a council or committee hasn't met for two consecutive academic quarters (Fall, Winter, Spring) College Council may decide that a review and discussion is necessary. In that case:

- The Chair of the non-performing committee will be invited to College Council to explain the reasons the committee or council is not meeting.
- College Council after due deliberation will take a vote whether to:
 - Do nothing (accept the chairs' reasons for no meetings)
 - Recommend the committee choose a new chair and/or recruit new members
 - Dissolve the committee if its work is no longer relevant
- If the committee is dissolved it should be marked [INACTIVE] on its Intranet site. A note should be included providing the reasons for the dissolution, and the date of College Council action.

If the decision is made to dissolve the committee, College Council must ensure that any work of the committee being dissolved that needs to continue is assigned to other committees

Starting a New Work Group

Work Groups are established by the Chair of an existing Council or Committee to work on a specific project. Information about the Work Group (purpose, participants, etc.) should be clearly outlined in the parent Council's or Committee's minutes and reported to College Council. The final report or product of the Work Group should be posted to the parent Council's or Committee's Intranet page and included in the Council's or Committee's Annual Report.

Starting a New Task Force

Task Forces established by the President are generally announced at an All Staff Meeting or in an All Staff email. Information on the work of the Task Force and the final recommendations or report are generally widely publicized within LWTech.

Task Forces established by Committees or Councils should be handled the same as a new Work Group.

Council and Committee Minimum Communication Requirements

The Lake Washington Institute of Technology College Council is established to provide an opportunity for all constituents of the College to participate in the process of governance.

In order to fulfill its leadership role in the shared governance process, the College Council has determined that each Council and Standing or Ad Hoc Committee should provide a minimum level of information on the LWTech Public Folders Drive (P:), so that all employees will have the opportunity to know the issues under consideration, and be able to provide input or participate in the committee discussions.

Each Council, Standing, and active Ad Hoc Committee will have a page accessible from LWTech's Intranet site.

Minimum information for Councils and Standing Committees to be displayed on the Intranet site:

- Committee mission statement / charter / purpose
- List of meeting dates and locations, when known
- Annual list of members of the Committee with officers identified
- Committee Agendas posted as soon as available
- Committee Minutes / summary / report or notes.
- Annual Report

Committees are encouraged to add documents and other information to give a fuller picture of their work.

This information, with the exception of the Annual Report, should be posted to the Intranet site within a month of the end of the Committee's meeting, but no later than one month after the end of Spring Quarter / Academic Year

The Annual Report for Councils and Standing Committees should minimally contain the following:

- Committee mission statement / charter / purpose
- List of Committee members for that year
- List of meeting dates (regular & special meetings)
- Summary of accomplishments / actions / activities for the year
- Major goals for the upcoming year

Committees are encouraged to add additional information, photos of events, or other materials to showcase their work for the year. Annual Reports must be posted no later than one month after the end of Spring Quarter / Academic Year.

Minimum information for active Ad Hoc Committees to be displayed on the LWTech Public Folders Drive (P:)

- Beginning date, and ending date when work is complete and ad hoc committee disbanded
- Purpose of Committee
- List of Committee members
- Annual or final report

Annual or final report for Ad Hoc committee should minimally contain the following:

- Purpose of Committee
- List of Committee members
- Accomplishments

Inactive Ad Hoc Committees

Once an ad hoc committee becomes inactive the word INACTIVE will be added to the Committee's title on the LWTech Public Folders Drive (P:). For example: Branding Committee [INACTIVE]. The information on ad hoc committees will thus be available to all employees for an indefinite period of time.



LWTech Meeting Minutes Cover Page

Table 1 Committee Information

Committee Information:	Names:
<i>Committee:</i>	
<i>Committee Chair(s):</i>	
<i>Committee Members:</i>	

Table 2 Meeting Information

Meeting Information:	Date/Time/Location/Names
<i>Meeting Date/Time:</i>	
<i>Meeting Location:</i>	
<i>Members in Attendance:</i>	
<i>Members not in Attendance:</i>	
<i>Quorum?</i>	
<i>Recorder:</i>	

Summary of Minutes:

Please include a few bullets summarizing the meeting minutes, to be reported to College Council. Include any votes/recommendations from the meeting.

-
-
-
-
-
-

Upcoming Meeting Dates:

Table 3 Upcoming Meeting Dates:

Date:	Time:	Location: