



H. LAVITY STOUTT COMMUNITY COLLEGE

GOVERNANCE MODEL

**Structures Designed to Facilitate
Participatory Leadership and Guidance**

H.LAVITY STOUTT COMMUNITY COLLEGE

DESCRIPTION OF THE COLLEGE'S GOVERNANCE MODEL

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H.LAVITY STOUTT COMMUNITY COLLEGE

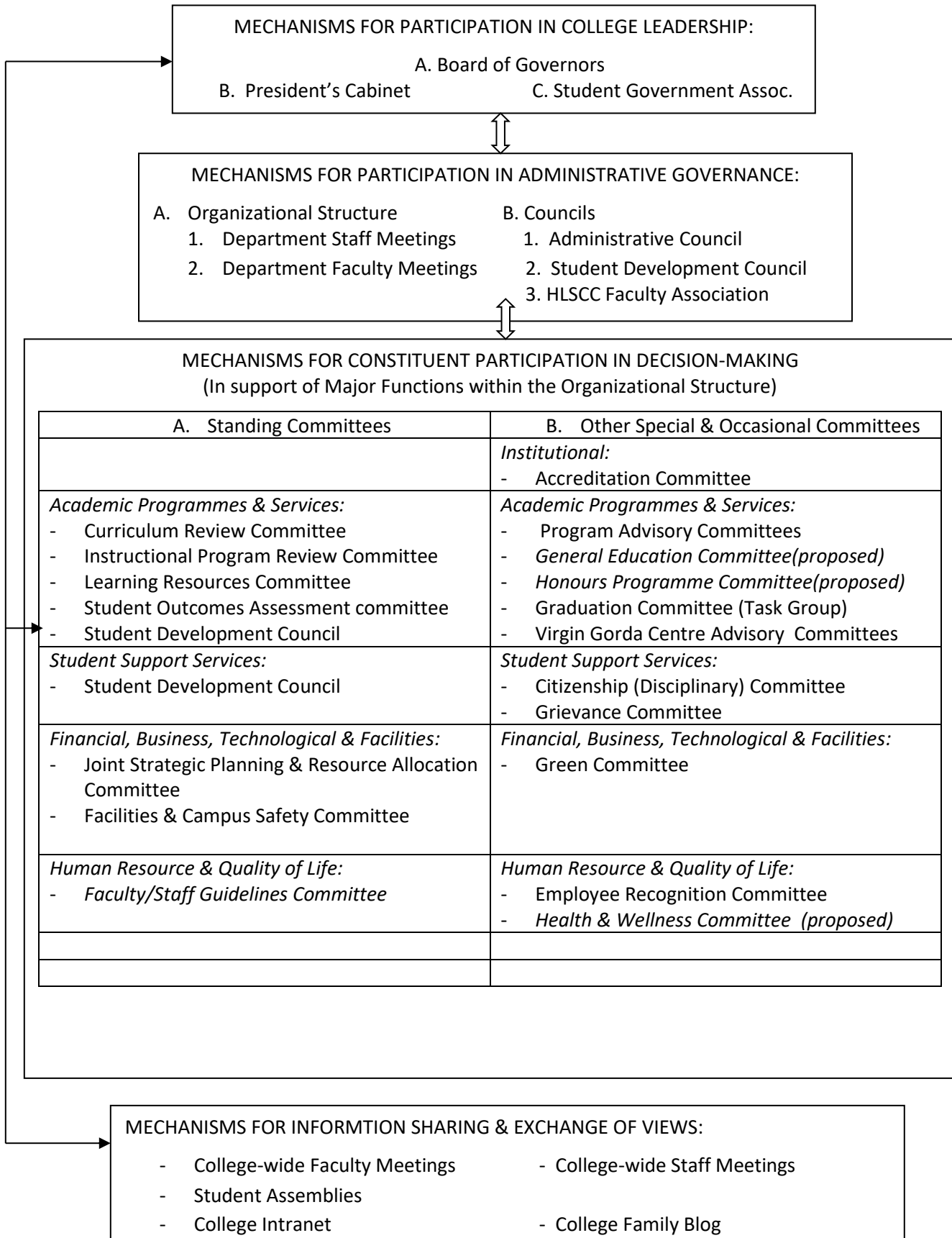
DESCRIPTION OF THE COLLEGE'S GOVERNANCE MODEL

I. BACKGROUND & OVERVIEW OF GOVERNANCE STRUCTURE

Governance practices have changed over the twenty year history of the H. Lavity Stoutt Community College. During the early years as the College was established, evidence of a largely bureaucratic model was reflected in a structure that defined patterns of activity related to the functions spelled out in the College Act. Even so, from its very inception, the Chief Minister and Founding Chairman of the Board of Governors sought to 'keep in touch' with the community at-large when, consistent with his vision of providing educational services that would serve all sectors of the local community, he provided opportunities for regional forums that enabled residents throughout the British Virgin Islands to share their views concerning the proposed tertiary education institution. Subsequently, five committees made up of community members were handpicked for the purpose, and charged to identify the nature of programmes that would be offered in academic and technical-vocational areas. Over the years and with continuing consideration for the needs of its varied constituents -- residents and employers, students, faculty and other employees -- the governance model has evolved to reflect a hybrid. Today, a quasi-corporate administrative approach where decisions are delegated downwards within the institution, and each level controls the actions of the lower level has blended with a model of shared authority with qualities that reflect constituent participation and/or information sharing across levels throughout the College.

Governance mechanisms at the College can be described in relation to the various purposes for which they exist. These purposes include (a) participation in institutional leadership, (b) structures for operational administration, (c) structures that facilitate communication and coordination within and across major functions, (d) mechanisms for constituent participation in decision making related to major college functions (including structures that encourage participation in decision making related to special issues and events, and (e) mechanisms for information sharing and exchange of views. **Figure 1** presents the model. Groups that fall in these categories are described below under two broad categories – mechanisms for participation in leadership and administration, and (b) mechanisms for constituent participation. The purpose, responsibilities, membership and other characteristics of each of these are detailed in attachments identified throughout the text.

Figure 1 - The HLSCC Governance Model



II. MECHANISMS FOR PARTICIPATION IN COLLEGE LEADERSHIP:

A. Board of Governors:

The H. Lavity Stoutt Community College is governed by a Board of Governors as provided for in the British Virgin Islands Community College Act (Amended) 1993 – Section 6. The duties and responsibilities of the Board are delineated in the Act. The Board meets bi-monthly, and at such other times as may be necessary.

There are no fewer than twelve members of the Board, each of whom is appointed by the Premier to serve for a period of three years. Board members are eligible for re-appointment. The membership is typically comprised of educators, legislative representatives, former and current government executives and civil servants, businessmen, members of the legal community, employers and a public school leader. By this composition, the membership reflects the constituent and public interest in the governance activities and decisions required to carry out the mission of the College. The Premier has indicated that he is willing to appoint a member of faculty to the Board of Governors once there is a recommendation from the College Faculty plan to make such a recommendation to the President in the Fall Semester 2010.

The structure of the Board calls for four additional committees that help to ensure that the leadership responsibilities of the body are carried out in an effective manner. These include Committees related to the academic, finance, human resources and development functions of the College.

B. President's Cabinet

Membership on the President's Cabinet represents the leadership of the core functions and therefore includes executive leaders of the major areas included on the organizational chart. This is the body with the highest authority within the College. The primary purpose of the Cabinet is to serve, collectively, both as a sounding board and to advise the College President as well as each other concerning matters of policy as well as of an operational nature that impact both effectiveness and efficiency in all areas of the College. The Cabinet is responsible for implementation of all policies approved by the Board of Governors. It initiates and provides collective leadership for the overall development of the College.

The President's Cabinet includes the Vice President who in addition to being the second ranking officer of the College has responsibility for academic and student affairs. Other members include the Dean for Arts, Sciences and General Studies and the Dean for Workforce Development representing the instructional function; the Director of the Student Success Centre who represents the student services and student activities functions; the Bursar who represents the functions of finance, business, technology and facilities operations; the Director of Human Resources who represents the administrative and support interests of all employee categories; the Registrar, who represents procedures for student registration and enrollment management; the Director of Planning and Institutional Effectiveness who represents the decision support, quality control and the support arm for institutional and operational planning for all areas of the College. Additional day to day functions of the President's Office and the College as a whole are represented at the Cabinet by the Associate Vice President for Operations and Quality Assurance. The Director of the College's Centre on Virgin Gorda is also a member. As is clearly evident, this body is structured to enable the leadership of all key functions – with input from administrators who manage the day to day operations of units throughout the College - to come together in a manner that assures a holistic and integrated approach to the College's leadership and development, as well as its day to day management. The Cabinet meets bi-weekly.

The Cabinet itself recognizes that some college functions are particularly critical, and in so doing has established a special subcommittee of the Cabinet that provides executive leadership and oversight to the planning and management of the College's fiscal resources. An Executive Committee ensures that institutional resources are both allocated and managed in a manner that assures the fiscal integrity and sustainability of the College in carrying out its mission in the short as well as long terms. The Committee is comprised of the College's four most senior officers: the President, Vice President, Associate Vice President, and Bursar. They also consider significant matters related to College operations.

C. The Student Government Association:

With membership made up of students that are elected by the student body, the Student Government Association represents the group that is intended not only to provide leadership for the student body, but also to represent the interest of students to the College's leadership and administration. Members of the Student Government are invited each semester to meet with the Board of Governors to present the concerns of students and to discuss these matters in a climate of shared governance. The body meets with the College President at least

once each semester and is frequently consulted concerning students that are needed to participate on standing and other committees.

III. MECHANISMS FOR PARTICIPATION IN ADMINISTRATIVE GOVERNANCE

A. Administrative Structure:

While often taken for granted, the administrative structure that is represented in the College's organizational chart is at the core of the College's governance model. It is designed to facilitate the day-to-day work of individuals and organizational units and to encourage interactions between and among the working areas as they carry out their responsibilities related to the College mission. The administrative structure identifies the key functions of the organization. It is divided into four principal organizational components. The Office of the President oversees institutional planning and accountability and, external constituency's relationships including the Board. The other major functional groupings are academic and student affairs; finance, business and technology; and human resources and operations.

In addition to representing critical functions required to accomplish the mission of the College, staffs of each administrative unit is expected to meet regularly and on a schedule chosen by the responsible Cabinet Officer and the Budget Holder with day to day responsibility for the unit. The purpose of these **department staff meetings (including department faculty meetings)**, is to address administrative matters germane to the functions. These meetings provide a forum within which employees can effectively address issues and develop constructive, cooperative responses. In addition, staff members have the opportunity to understand the institutional context for their work and engage in planning relative to opportunities and challenges that face their areas of responsibility. During Spring 2010 discussions began among faculty about a separate **Faculty Council** which would be organized and led by faculty unlike the current administration-led forum.

B. Councils

As part of the administrative component of the governance model, certain provisions also exist to facilitate communication and discussion that allow the College to carry out its priorities and goals. These provisions ensure that administrators and senior staff members have opportunities to share and receive feedback from colleagues on matters that affect them, and that provide ample time during which to discuss necessary coordination across areas.

This helps to create a climate of shared decision-making relative to important operational affairs of the College.

Governance committees of this kind include:

- *The Administrative Council.....*made up of all budget holders, this Council provides a venue for sharing information across all areas of the College, for coordinating activities and for addressing issues that affect multiple administrative units. (*Attachment A*)
- *Student Development Council.....*This mechanism assures input and decision making among professionals responsible for promoting and ensuring the academic, personal and career success of all students. (*Attachment B*)

IV. MECHANISMS FOR CONSTITUENT PARTICIPATION IN DECISION-MAKING

A. Standing Committees:

Apart from the leadership and administrative work of the College, hence the day to day responsibilities of individuals, offices and departments – there are matters of general institutional concern that impact employees regardless of their location in the organization. Institutional policies, institutional effectiveness, the well-being of employees, and support for students are matters that involve all areas and aspects of the College. Many of these matters that call for input and participation in decision making may only be seasonal or temporary. Others call for ongoing participation in review, analysis, discussion, and recommendations that are strengthened when the perspectives of various constituents are taken into account.

The Board of Governors and the President of the College recognize that participatory governance is a process of engagement and communication designed to ensure that all individuals and stake-holding (constituent) groups actively contribute to the decisions made in important areas of college planning and operations. Participatory governance seeks to empower all levels of the institution to voice concerns, express opinions and offer recommendations. It serves to foster an atmosphere of respect and community. Committees that provide constituent input to planning and decisions related to core functions of the College are as follows:

■ Instruction

- *Curriculum Committee*makes recommendations concerning the approval of new programmes and approval of curriculum revisions for existing programmes; (*Attachment C*)

- *Instructional Programme Review Committee*....evaluates instructional programmes in relation to student and community needs as well as student performance outcomes; (*Attachment D*)
- *Learning Resources Committee*....provides input to the integration of information resources, information literacy and instructional technology services relative to instruction;(Attachment E)
- *Student Outcomes Assessment Committee*...provides planning, direction, coordination, and support for assessment of student outcomes across instructional units as well as in other appropriate areas of the College. (*Attachment F*)

■ Student Support Services

- *Student Development Council*.....provides input to planning and decisions that ensures development of the whole person, and wherever possible, seeks to integrate the goals of such activities with those of the academic programme.(Attachment B)

■ Financial, Business, Technological and Facilities Services

- *Joint Strategic Planning & Resource Allocation Committee*.... provides input concerning the effective and efficient distribution and use of the College's financial resources in addressing College Priorities and goals; (*Attachment H*)
- *Facilities and Campus Safety Committee*.....considers matters related to a safe working and learning environment and proactive maintenance of facilities as well as input to short and long term facilities planning and funding relative to enrolment and program growth; (*Attachment I*)
- *Virgin Gorda Centre Advisory Committee*...serves in an advisory capacity to review the operation and integration of programme offerings and services with the needs of the Virgin Gorda community, and to advise concerning the overall development and future of the Centre. (*Attachment J*)

■ Human Resources and Quality of Life

- *Faculty / Staff Guidelines Committee*.....This committee advises the Director of Human Resources with regard to the content of the Guidelines and provides feedback concerning policies and procedures that affect employees. (*Attachment K*)

B. Other Committees in Support of Institutional Functions

While the purpose of standing committees is to provide input to areas related to basic institutional functions, from time to time it is necessary to identify other committees to provide recommendations that reflect constituent input in particular areas. This may be necessitated by the importance of the issues, or because they are considered beyond the reasonable workload or scope of the standing committee for an undefined period of time. On occasion, these groups may be structured as a sub-committee of an existing standing committee, or they may be

charged as a separate committee. While some may continue to stand alone, others may be integrated, over time, with the work of standing committees. HLSCC committees that are charged to support core functions in this manner are as follows:

■ Institutional

- Accreditation Committee.... This committee remains abreast, and provides input and support to all aspects of the process in the College's efforts to become accredited. (Attachment L)

■ Instruction

- *Programme Advisory Committees*... In the interest of assuring relevance and quality of instructional programmes, particularly those designed to prepare students for immediate job placement and enhancement, these committees include members of the wider community and provide input concerning curriculum content and resources as well as feedback concerning graduate performance; (Attachment M)
- *Honours Committee*.... Provides oversight for the Honours programme, ensuring that it is consistent with the standards of the Phi Theta Kappa standards of quality. (Attachment O).
- *Graduation Committee*... This committee is responsible for programme and logistics planning that ensures a smooth student transition from the College and assures a meaningful and memorable graduation experience each year; (Attachment P)

■ Student Support Services

- *Citizenship (Disciplinary) Committee*... Adjudicates disciplinary matters that pertain to students in instances where the student code of conduct has been violated; (Attachment Q).
- *Grievance Committee*.... Seeks to implement the student grievance policy by resolving and/or adjudicating matters initiated by student complaints concerning their academic or other experience while enrolled at the College. (Attachment R)

■ Financial, Business, Technological and Facilities Services

- *The Green Committee*... provides leadership and encouragement to members of the College community relative to practices that assure a healthy and sustainable environment. (Attachment T)

■ Human Resources and Quality of Life for Employees

- *Employee Recognition Committee*... seeks to identify ways to recognize and reward employees for the exemplary quality of their work and their contribution to the success of students and the College; (Attachment V)
- *Health and Wellness Committee*... provides education and opportunities for reinforcing a healthy

lifestyle among employees and students. (*Attachment W*)

V. MECHANISMS FOR INFORMATION SHARING & EXCHANGE OF VIEWS:

In addition to the mechanisms described, other venues also exist largely for the purpose of communicating information and facilitating discussion among members of the College family:

The College Intranet has, for some time, provided a means of keeping members of the College community fully informed of activities and information. The intranet has also served as a means of sharing documents related to major development activities (e.g. accreditation) of interest to the College community.

The Info Update is the College's staff newsletter aimed at keeping College employees abreast of activities and developments at the College.

College-wide Faculty Meetings...are especially designed to provide opportunities for faculty to share information across disciplines on the one hand, and to hear from the administration concerning policy and other changes that are underway or planned.

College-wide Staff Meetings....provide opportunities for all employees to hear from the administration concerning development plans and other matters, as well as address concerns of interest to the entire College family.

Student Assemblies...like the meeting with all faculty, student assemblies provide opportunities for students to hear from the administration, as well as for the administration to hear from students concerning their interests and concerns.

College Family Blog....by using the College Blog site initiated by the President, employees have an opportunity, anonymously, to share their points of view, make inquiries, or otherwise engage members of the College family in a discussion of topics of concern to individuals as well as groups of employees.

VI. SUMMARY

In summary, the governance structure for the College is made up of the following mechanisms:

- Institutional leadership provided by a Board of Governors that is selected by the Premier to represent a variety of constituencies – geographic, professional, political, experiential etc.
- A Cabinet in which individuals with responsibility for each of the key operational functions identified in the administrative structure participate with the President in leadership as well as, coordination and problem solving relative to both institutional development and operations;
- An administrative structure within which administrators, staff and faculty are expected to participate in operational planning and implementation of goals that accomplish the purpose of key functions. Regularly scheduled

department meetings provide a means for members of the unit to participate in decision-making related to these activities;

- Councils of administrative and professional staff that provide opportunities for ensuring that important information is shared among administrative constituents, and that ensures that administrators across primary functions have opportunities to share and receive feedback from colleagues
- Standing Committees with constituent representation that support each of the major operational functions of the College;
- Other committees with constituent representation that vary in their purpose and duration depending on special areas of focus, that also support each of the operational functions of the College;
- College-wide meetings that largely provide opportunities to communicate important policy, operational and institutional development initiatives and changes, and that draw attention to matters of interest to all members of the group; and
- A College family blog site that provides employees with an anonymous means of sharing their views with the administration and members of the College family.

VII. ATTACHMENTS

Attachment A

ADMINISTRATIVE COUNCIL

The Administrative Council serves as a clearing house for sharing and coordinating initiatives and activities related to accomplishing College priorities and goals that affect the operation of multiple functions of the college. It also serves to openly identify and resolve issues of mutual concern to the majority, if not all administrative units.

Responsibilities:

- Share information concerning initiatives and programmes that affect all units of the College;
- Ensure coordination and unintended duplication of efforts across units;
- Identify and openly address concerns of interest to the operations of multiple functions;
- Review approved recommendations from various sources - particularly those that comprise the governance model – including responsibilities and schedules for their implementation;
- Assess the impact of policy changes on the operations of the College;
- Help bridge the gap between executive and administrative leadership within the College;
- Review and be advised of matters of interest to the Board, providing support that facilitates effective institutional response to such matters.

Annual goals prepared by the College President provide a basis for the work of the Council, and for the assessment of its effectiveness.

Membership:

Voting: All Budget Holders

Length of Service: Continuous

Staff Support: Administrative Assistant to the President

Suggested Meeting Schedule: Every two months

Executive Leadership and Reporting: College President

Recommends to: President, President's Cabinet and /or Board of Governors via the President.

STUDENT DEVELOPMENT COUNCIL

This Committee gives oversight of academic and student activities at the College. The Committee seeks to ensure quality and access for the institution's offerings to students by being the primary body for planning, coordinating, monitoring and supporting the departments responsible for those offerings. An essential element of their work is the principle that academic and student success personnel are part of the same team working towards the complete development of the student.

Responsibilities:

- Coordinates information to ensure that classes are offered at times and in formats that enhance student access and learning.
- Ensures that orientation and registration are planned and implemented in a manner that meets the needs of all students;
- Ensures easy access to instructional policies, procedures and other information that affect student's retention and success;
- Oversees the review and update of the College Catalogue;
- Monitors student progress and the services designed to promote student retention;
- Oversees the development and training related to a Faculty Advising Manual;
- Reviews the impact of the Student Success Centre, including Student Life, and its impact on overall student development
- Reviews attendance procedures and systems, including support for faculty in recording and reporting such information;
- Recommends instructional and other policies and procedures that help to ensure the academic success of students.

Annual goals prepared by the Vice President in collaboration with the Committee Chair provide a basis for the work of the Student Success Council, and for the assessment of its effectiveness.

Membership:

Voting: Vice President for Academic Affairs (as Chair)
 Deans (2) for Arts, Humanities & Social Science and for Workforce Training;
 Registrar
 Director, Virgin Gorda Centre
 Director, Student Success Centre
 Director, Student Life and Special Events
 Director, Learning Resources Centre
 Academic Department Chairs
 Director, Centre for Teaching and Learning

Length of Service: Continuous

Workload Consideration: None

Staff Support: Assistant to the Vice President

Suggested Meeting Schedule: Bi-monthly

Executive Leadership and Reporting: Vice President

Recommends to: The Vice President, President's Cabinet and /or Board of Governors via the President

CURRICULUM REVIEW COMMITTEE:

The Curriculum Committee reviews and recommends new and revised curricula. It provides guidance, advocacy and oversight in the development of new courses, certificates and degree programmes; recommends curricula related policies to ensure that all curricula are sound and responsive to the needs of students and the community.

Responsibilities:

- Establishes and monitors implementation of standards for the description and presentation of course, certificate and degree curricula (including course outlines);
- Establishes instructions, schedules and criteria for use in preparing new and revised curricula proposals;
- Reviews proposed curricula in relation to critical criteria (e.g. goals, objectives, student learning outcomes);
- Recommends revision, or deletion to existing curriculum (based on such information as program review results, annual exploratory review program data, advisory committee recommendations etc.).
- Evaluates the impact of curriculum proposals on the resources and other curricula of the College.
- Makes recommendations for changes to policies and procedures related to curricula.
- Reviews community needs assessment and advisory committee recommendations in order to identify priorities for curriculum revision and development;

Annual goals prepared by the Vice President in collaboration with the Committee Chair(s) provide a basis for the work of the Curriculum Review Committee, and for the assessment of its effectiveness.

Membership:

Voting: Faculty (2) as Co-chairs
Faculty (5) selected by and representing Mathematics and Science, Humanities, Social Sciences and Communication, Business/ Computer Studies, Teacher Education, and Workforce Training
Administrative /staff representative (1)

Non-Voting: Faculty / Academic Heads (as presenters of proposals)
Academic Head, Deans (as appropriate to agenda items)
Advisory Committee members (as appropriate to curricula under review)
Registrar
Director, Centre for Teaching and Learning
(1) Student

Length of Service: 2 years (rotating membership)

Staff Support: Administrative Assistant in Academic Affairs

Suggested Meeting Schedule: Monthly

Executive Leadership and Reporting: Vice President

Recommends to: The Vice President, President's Cabinet and /or Board of Governors via the President

INSTRUCTIONAL PROGRAMME REVIEW COMMITTEE

The Programme Review Committee is responsible for implementing the Board-approved Programme Review Policy and related procedures that call for systematic and detailed review of the performance of programmes relative to the needs of students and the community. The committee engages programme faculty in assessing themselves in order to ensure currency, relevance, appropriateness, and achievement of stated goals and expected student outcomes for programmes.

Responsibilities:

- Review of each new programme, during its third year, with a focus on continued viability based on student demand, industry needs and support as well as cost effectiveness;
- Review of each established programme, every five years, based on such factors as enrolment trends, student outcomes, resource expenditures, support services and feedback from employers, graduates and advisory committees;
- Prepares comprehensive program review reports that address an evaluation of (a) program purpose, goals and expected student outcomes (b) curriculum relevance and review history (c) enrolment trends and demographics; (d) faculty and other resources (e) student performance outcomes and program effectiveness, (f) student and employer feedback (g) planning for program improvement and (h) actions taken since last program review and (i) Committee recommendations;
- Work with the Curriculum r Review Committee to strengthen the quality of curricula content at the programme level;
- Work with the Student Outcomes Assessment Committee to strengthen assessment practice and reporting at the programme level;

Annual goals prepared by the Vice President in collaboration with the Committee Chair provide a basis for the work of the Program Review Committee, and for the assessment of its effectiveness.

Membership:

Voting: Faculty (1) as Chair
Faculty (5) selected by and representing Mathematics and Science, Communication and Humanities, Business/ Computer Studies, Teacher Education, and Workforce Training
Administrative /staff representative (1)
Director, Planning and Institutional Effectiveness

Non-Voting: Faculty / Academic Heads (as presenters of proposals)
Academic Head, Deans (as appropriate to agenda items)

Length of Service: 2 years (rotating membership)

Suggested Meeting Schedule: Monthly

Executive Leadership and Reporting: Vice President

Recommends to: The Vice President, President's Cabinet and /or Board of Governors via the President.

LEARNING RESOURCES COMMITTEE

The role of this committee is to advise the Director on operational and long range planning for the Centre, including but not limited to acquisition and/or access to audio, visual, print and technological resources necessary to support the full range of instructional programs and special collections of interest to residents of the community. The Committee provides input to the most effective and efficient means of integrating information resources, information literacy and instructional technology resources into the instructional programme of the College.

Responsibilities:

- Provides input to development and maintenance of learning resources that meet the needs of the student population;
- Provides feedback and advice to the Director concerning operational matters that ensure easy and convenient access to the broad range of services provided through the Learning Resources Centre;
- Recommends changes in policies and procedures that ensure effective and efficient use of learning resources;
- Provides input concerning the allocation of resources to materials of various kinds (print vs. non-print, periodicals, supplementary materials) that support instructional programmes;
- Reviews and advise concerning opportunities and cost-benefits of special collections;
- Advises an appropriate balance and publicizes to the community the extent of learning resources available at the College;
- Identifies resources and partnerships suitable to achieving the goals of the Learning Resources Centre;
- Encourages maximum use of Learning Resources by faculty, students and staff.

Annual goals prepared by the Vice President in collaboration with the Committee Chair provide a basis for the work of the Learning Resources Committee, and for the assessment of its effectiveness.

Membership:

Voting: Faculty (1) as Chair
 Faculty (5) selected by and representing Mathematics and Science, Humanities, Social Sciences and Communications, Business/ Computer Studies, Teacher Education, and Workforce Training
 Administrative /staff representative s- (Student Success Centre (1), Department Head (1)
 Centre for Teaching & Learning (1), Information Technology (1))
 Student representative (1)

Non-Voting: Faculty
 Academic Department Heads,
 Director of Technology
 Director - Learning Resources Centre.,

Length of Service: 2 years (rotating membership)

Staff Support: Staff designated by the Director, Learning Resources Centre

Suggested Meeting Schedule: Monthly

Executive Leadership and Reporting: Vice President

Recommends to: The Vice President and/or President's Cabinet via the Vice President.

STUDENT OUTCOMES ASSESSMENT COMMITTEE

The Student Outcomes Assessment Committee is responsible for providing direction, coordination, support and evaluation of student outcomes assessment activities across instructional as well as other appropriate areas of the College.

Responsibilities:

- Reviews and confirm a design to assess the College's effectiveness in carryout out its mission related to academic achievement and student learning;
- Provides opportunities and support for instructional leaders and their faculty to improve skills related to assessment, interpretation and use of student outcomes;
- Facilitates documentation and focus attention on sharing information related to the success of instructional areas in achieving clearly articulated student outcomes;
- Monitors implementation of assessment processes in instructional areas by reviewing student outcomes information (at the course, programme and institutional levels) in light of the Mission, Priorities and Goals of the College;
- Offers recommendations to Heads of Instructional Departments, the Directors of Planning and Institutional Effectiveness, the Student Success Centre and Learning Resources Centre re assessment and documentation of student learning outcomes as needed.

Annual goals prepared by the Vice President in collaboration with the Committee Chair(s) provide a basis for the work of the Student Outcomes Assessment Committee, and for the assessment of its effectiveness.

Membership:

Voting: Dean (1) and Faculty (1) as Co-Chairs
Faculty (5) selected by and representing Mathematics and Science, Humanities, Social Sciences and Communication, Business/ Computer Studies, Teacher Education, and Workforce Training;
Administrative /staff representative (2) – 1 from Student Success
Student representatives (2), including a representative of the Student Government

Non-Voting: Director, Institutional Effectiveness (as assessment and data resource)
Vice President – Academic Affairs
Non-chairing Dean, Academic Department Heads

Length of Service: 2 years (rotating membership)

Staff Support: Director, Centre for Teaching and Learning.
Secretary to the Chairing Dean (as Recording Secretary)

Suggested Meeting Schedule: Every two weeks

Executive Leadership and Reporting: Vice President

Recommends to: Vice President, President's Cabinet and /or Board of Governors via the President

STUDENT LIFE AND DEVELOPMENT COMMITTEE

This Committee provides input to planning and monitoring and evaluating the goals of the Student Success Centre.

Responsibilities:

- Ensures that a variety of support services designed to enhance student development, including their transfer and employment success are available and accessible to students – regardless of their attendance pattern or location;
- Ensures easy access to non-instructional policies, procedures and other information that affect students and their families;
- Monitors the availability of information related to student oriented programmes, along with the utilization and, impact of these non-instructional services on students;
- Reviews an annual calendar of student life and activity events;
- Assists in monitoring the spending of student Activity fees paid by students;
- Provides oversight for the formation of student clubs and organizations;
- Reviews assessment data, particularly that received from students concerning services provided to them and offers recommendations for improvement in student-oriented non-instructional services.
- Maintains a current and updated Student Handbook;

Annual goals prepared by the Vice President in collaboration with the Committee Chair provide a basis for the work of the Student Development Committee, and for the assessment of its effectiveness.

Membership:

Voting: President, Student Government Association (as chair)
Director, Student Success Centre
Director, Student Life and Special Events
College Nurse
Faculty (2)
Representative, Virgin Gorda Centre
Students (4) two must be members of student clubs, Virgin Gorda, part-time student

Length of Service: 1 year

Staff Support: Executive Assistant to the Director of the Student Success Centre.

Suggested Meeting Schedule: Monthly

Executive Leadership and Reporting: Vice President for Academic Affairs

Recommends to: Vice President, President's Cabinet and /or Board of Governors via the Vice President for Academic Affairs.

JOINT STRATEGIC PLANNING & RESOURCE ALLOCATION COMMITTEE

The role of the Joint Strategic Planning and Resource Allocation Committee is to provide feedback and input to the President and Cabinet concerning institutional Priorities and College Goals, and the effective distribution and use of the College's financial resources in achieving desired institutional outcomes.

This committee is comprised of two subcommittees: The Strategic Planning Committee and the Resource Allocation Committee, both having their own specific set of responsibilities. While the subcommittees meet separately, from time to time they come together in a joint meeting.

Strategic Planning Committee

Responsibilities:

- Guide the development of the Strategic Plan
- Ensure that the objectives of the Strategic Plan are being carried out;
- Conduct an on-going evaluation of the Strategic Plan;
- Monitor and evaluate the implementation of the Strategic plan against its key performance indicators;
- Evaluate the budgetary implications of the Strategic Plan;
- Advise the President on the changes with respect to the Strategic Plan and the development of the College.
- Annually, to review the College Performance Report (based on approved measures of institutional effectiveness), and to recommend College level goals to accomplish multi-year Priorities;
- Monitors and assess the effectiveness of implementation of recommendations from a variety of sources (Strategic Initiatives) designed to assure continuous institutional improvement.
- Enhances communication and serves in a liaison capacity between members of the College community and the administration concerning major institutional development initiatives.

Annual goals prepared by the President in collaboration with the Strategic Planning Committee provide a basis for the work of the Committee, and for the assessment of its effectiveness.

Membership:

Voting:

College President (Chair)
 Faculty (5) from Workforce Training, General Studies, Virgin Gorda Centre
 Administrative Representative (6)
 Staff (non-management) Representative (6)
 Students (2) – including 1 member of the Student Government
 Alumni representative (1)
 Board of Governor Representative (1)
 Community Representative (1)

Non-voting:

Length of Service: Two (2) years

Staff Support: Director, Planning and Institutional Effectiveness

Suggested Meeting Schedule: Quarterly

Executive Leadership and Reporting: College President

Recommends to: President, President's Cabinet and /or Board of Governors via the College President.

Resource Allocation Committee

The Resource Allocation Committee is the resource allocation component of the Joint Strategic Planning and Resource Allocation Committee. The key responsibilities for this sub-committee are set out below.

Responsibilities:

- Participates in review of the allocation of College Resources in order to assure that department goals to accomplish College Goals and Priorities are adequately funded;
- Reviews the allocation of resources in relation to Board-approved standards for distribution of resources to major College functions.

Annual goals prepared by the President in collaboration with the Committee Chair(s) provide a basis for the work of the Resource Allocation Committee, and for the assessment of its effectiveness.

Membership:

Voting:

Bursar (Chair)
Faculty (4) from Workforce Training, General Studies, Virgin Gorda Centre
Administrative representative (2)
Staff (non-management) representative (2)

Non-voting:

Executive Committee (ex-officio) (3)
Director, Planning and Institutional Effectiveness

Length of Service: Two (2) years

Staff Support: Director, Planning and Institutional Effectiveness

Suggested Meeting Schedule: Three times each semester (with greater frequency during budget development process)

Executive Leadership and Reporting: College President

Recommends to: President, President's Cabinet and /or Board of Governors via the College President

FACILITIES AND CAMPUS SAFETY COMMITTEE

This committee is charged with the consideration of matters related to a safe working and learning environment, proactive maintenance of facilities; and with providing input to short and long range facilities planning and funding relative to enrolment and programme growth.

Responsibilities:

- Reviews the College's Facilities Master Plan;
- Reviews plans for new facilities development ;
- Considers ongoing maintenance issues regarding buildings, infrastructure and grounds;
- Recommends funding priorities for building and grounds development initiatives;
- Recommends policies and procedures that affect the physical environment of the College, including safety issues;
- Maintains and review an Emergency Response and Disaster Management Protocol;
- Recommends education and orientation strategies for employees and students concerning emergency response drills and protocols.

Annual goals prepared by the Associate Vice President in collaboration with the Committee Chair provide a basis for the work of the Facilities and Campus Safety Committee, and for the assessment of its effectiveness.

Membership:

Voting:

- Faculty (as Chair)
- Campus Nurse
- Human Resources Manager
- Food and Beverage Outlet Managers (2)
- Director, Student Success Centre (1)
- Faculty Member
- Administrative/staff representative (3) – Information Technology or Maintenance, Virgin Gorda Centre, Marine Centre,
- Student representative (1)

Non-voting:

- Associate Vice President for Operations & Quality Assurance
- Director, Facilities Services
- Recording Secretary

Length of Service: Two years (administrative /staff representative on rotation)

Staff Support: Executive Assistant to the Associate Vice President for Operations & Quality Assurance

Suggested Meeting Schedule: Monthly

Executive Leadership and Reporting: Associate Vice President

Recommends to: President, President's Cabinet and /or Board of Governors via the President

VIRGIN GORDA CENTRE ADVISORY COMMITTEE

This Committee serves in an advisory capacity to review the nature and effectiveness of programme offerings and services at the Centre. It strives to integrate such programming with the needs of the Virgin Gorda community, and offers recommendations concerning future development of the Centre.

Responsibilities:

- Provides input concerning the training and higher education needs of the Virgin Gorda community, and recommend ways in which these might be met through the Centre;
- Identifies and solicit partnerships of various kinds designed both to support and to better integrate the Centre with the community;
- Identifies and recommends qualified teaching and other resources that meet the needs of the Centre;
- Provides feedback concerning the performance of graduates employed in the Virgin Gorda community;
- Provides input concerning the needs of students enrolled at the Centre, and recommend services to address such needs;
- Provides input to development plans and initiatives as these affect the future of the Centre.

Annual goals prepared by the Vice President in collaboration with the Committee Chair(s) provide a basis for the work of the Virgin Gorda Centre Advisory Committee, and for the assessment of its effectiveness.

Membership:

Voting: Virgin Gorda community leader (as Chair)
 External stakeholders resident in the VG community (e.g. employers, parents etc.) (4)
 Representative Virgin Gorda Secondary School
 Faculty (2)
 Students (2)
 Paraquita Bay Campus administrator (1)

Non-voting: College President
 Vice President
 Director, Virgin Gorda Centre

Length of Service: Two years (administrative /staff representatives on rotation)

Staff Support: As designated by to the Director, Virgin Gorda Centre

Suggested Meeting Schedule: Quarterly

Executive Leadership and Reporting: Vice President

Recommends to: College President and /or Board of Governors via the President

FACULTY/ STAFF GUIDELINES COMMITTEE

This Committee advises the Director / Manager of Human Resources with regard to the content of the Guidelines; and provides feedback concerning policies and procedures that affect all categories of employees.

Responsibilities:

- Review College policies and procedures that affect all categories of employees;
- Make recommendations concerning new or revised policies that address the unmet needs of employees;
- Reviews and assists with updating of the Faculty/Staff Guidelines;
- Ensures that employees are continually updated with regard to changes in policies and procedures that affect them;
- Monitors the mechanisms for communicating with employees;
- Provides input to the nature of a Human Resources website designed to ensure access to information and forms commonly used by employees;
- Review feedback solicited from employees (climate survey, College family Blog) to assure administrative response to the needs and concerns of all categories of employees.
- Monitors implementation of the all mechanisms designed to ensure employee participation in decision-making, as a means of providing input to improvement in participatory governance to the College administration.

Annual goals prepared by the Director/Manager of Human Resources in collaboration with the Committee Chair provide a basis for the work of the Faculty/Staff Guidelines Committee, and for the assessment of its effectiveness.

Membership:

Voting: Director/Manager, Human Resources (Chair)
 Faculty (3) – 1 each from Academic and Workforce areas, 1 Adjunct
 Staff /Administrators (3) – 1 each from Academic, Workforce and Administrative areas;
 Representative (1) – Virgin Gorda Centre

Non-Voting: Associate Vice President, Operations & Quality Assurance

Length of Service: 2 years

Staff Support: Human Resources staff identified by the Director/Manager, Human Resources.

Suggested Meeting Schedule: Bi-quarterly (or as needed for review of policies/procedures or updating the Faculty/Staff Guidelines).

Executive Leadership and Reporting: Associate Vice President, Operations & Quality Assurance.

Recommends to: Associate Vice President and/or President's Cabinet or Board of Governors via the President.

ACCREDITATION STEERING COMMITTEE

This committee remains abreast, and provides input and support to all aspects of the process in the College's efforts to become accredited.

Responsibilities:

- Being knowledgeable concerning the process and requirements required for accreditation by the Middle States Commission on Higher Education (MSCHE);
- Remains abreast of the College's status and feedback to the College from MSCHE related to accreditation;
- Reviews and provides feedback concerning documents and other materials prepared for submission to the Commission;
- Reviews and provides feedback based on status reports related to recommendations designed to assure institutional improvement and compliance with accreditation standards;
- Receives and reviews reports and recommendations from the Accreditation Consultant and/or Accreditation Liaison;
- Is cognizant of, and monitors progress related to major institutional issues that most affect the College's accreditation;
- Serves as a readily accessible resource to colleagues concerning matters related to institutional accreditation;
- Participates in planning related to external visits required by the accreditation review process;
- Prepares and disseminates newsletters that communicates to the College community concerning preparations for accreditation;

In the context of the requirements for accreditation, annual goals prepared by the College President , Institutional Liaison for Accreditation and/or Consultant for Accreditation in collaboration with the Committee Chair provide a basis for the work of the Accreditation Committee, and for the assessment of its effectiveness.

Membership:

Voting:

College President
 Members of the President's Cabinet as lead on persons on each standard with members of faculty and staff serving as co-leads (20 in total).
 Representative from the Board of Governors
 Representative from the community
 Representative from the Student Body
 Representative from the alumni

Non-Voting: Consultant for Accreditation
 Director, Public Relations & Marketing
 Senior Executive Assistant to the President

Length of Service: Two years

Staff Support: Executive Assistant to the College President

Suggested Meeting Schedule: As needed

Executive Leadership and Reporting: College President

Recommends to: Associate Vice President for Operations & Quality Assurance / Accreditation Liaison, College President, and/or Board of Governors via the College President.

PROGRAMME ADVISORY COMMITTEES

In the interest of assuring relevance and quality of instructional programmes, particularly those designed to prepare students for immediate job placement and enhancement. These external committees provide input concerning curriculum content and resources as well as feedback concerning programme graduate performance.

Responsibilities:

- Provides input concerning industry training needs, hence the content and expected student outcomes of degree programmes (including the general studies core);
- Provides feedback concerning the performance of graduates employed in the Virgin Gorda community;
- Provides input concerning the quality of instructional programmes;
- Identifies and solicit partnerships of various kinds designed both to support and to provide opportunities for students;
- Identifies and recommends qualified teaching and other resources that meet the needs of programmes;
- Provides input concerning the needs of students enrolled in programmes, and recommends services to address such needs;
- Provides input to development plans and initiatives as these affect the future of programmes designed to prepare students for immediate employment or career advancement.

Annual goals prepared by the Vice President in collaboration with the Committee Chair provide a basis for the work of the Programme Advisory Committee, and for the assessment of its effectiveness.

Membership:

The membership of each Advisory Committee is tailored to the programme to which it is advisory. Representation on each committee includes:

Voting:

- Industry leader (as Chair)
- Industry stakeholders (e.g. employers, graduates, professional association members etc. (4)
- Programme Faculty (2)
- Program majors (students) (2)
- Department head (1)
- Member – Curriculum Review Committee (1)

Non-voting:

- Vice President, Academic Affairs
- Deans

Length of Service: Two years

Staff Support: As designated by Dean

Suggested Meeting Schedule: Quarterly

Executive Leadership and Reporting: Vice President for Academic Affairs

Recommends to: Vice President, Cabinet and /or Board of Governors via the College President.

GENERAL EDUCATION COMMITTEE

This Committee monitors the general education offerings as an advisory body in order to ensure that the standards for, and quality of a common core of general education knowledge and skills for all students who complete an Associate degree at the College are maintained.

Responsibilities:

- Ensures that the spirit of the philosophy of a general education core is maintained by the College;
- Continually monitors the general education core in order to ensure that goals are appropriate to the programme;
- Monitors student outcomes related to the general education core in order to ensure that student performance meets standards that are appropriate;
- Examines available data and information related to issues that affect student success in achieving the core knowledge and skills required to earn an Associate degree;
- Makes recommendations regarding such matters as programme goals, course requirements and student outcomes;
- Provides input to the Curriculum Committee concerning new courses, changes to general education courses etc.;
- Examines the experience of students who transfer with regard to the acceptability of general education core courses for the purpose of clearly identifying and/or strengthening requirements for students planning to transfer;
- Receives feedback concerning student performance in other degree majors and/or Programme Review Committees order to improve the preparation of students, regardless of major;
- Explores the feasibility of pursuing 2+2 articulation agreements with senior institutions that guarantee acceptance of a general education transfer core.

Annual goals prepared by the Vice President in collaboration with the Committee Chair provide a basis for the work of the General Education Committee, and for the assessment of its effectiveness.

Membership:

Voting: Faculty (1) and Community representative (1) as co-chairs
 Community representatives (2)
 Faculty – 1 each from Science, Humanities, Social Sciences
 Faculty or administrative - 1 each from Business, Computer Science, Education, Workforce programmes
 Learning Resource Centre
 Director, Student Success Centre
 Director, Planning & Institutional Effectiveness
 Representative, Student Outcomes Assessment Committee

Non-Voting: Vice President, Academic Affairs

Length of Service: Two years

Staff Support: Executive Assistant to the Dean for Arts, Sciences and General Education

Suggested Meeting Schedule: Bi-monthly

Executive Leadership and Reporting: Vice President for Academic Affairs

Recommends to: Vice President, Cabinet and /or Board of Governors via the Vice President for Academic Affairs.

HONOURS COMMITTEE

The Honours Committee provides oversight for the Honours programme, ensuring that it is consistent with the standards of the Phi Theta Kappa standards of quality.

Responsibilities:

- Advises concerning the formulation of policies and procedures related to the Honours Programme;
- Reviews, develops and disseminates to students and faculty the standards appropriate to Honours courses and activities;
- Provides input to the Curriculum Committee as it pertains to the addition, modification or deletion of Honours courses;
- Reviews the expected outcomes of courses offered in the Honours programme to ensure that these are consistent with expectations of the Phi Theta Kappa Honour society;
- Reviews the outcomes of students in the Honours programme to ensure an acceptable level of performance;
- Provides input to the Program Review Committee in the evaluation of the effectiveness of the Honours Programme;
- Reviews special experience and activities of the Honours programme to ensure that the Honours programme has a value added impact on the campus and broader communities;

Annual goals prepared by the Vice President in collaboration with the Committee Chair provide a basis for the work of the Honours Committee, and for the assessment of its effectiveness.

Membership:

Voting: Faculty (as Chair)
Faculty (2)
Honours students (2)
Department head Chair (1)
Member – Curriculum Review Committee (1)
Student Success Centre representative (1)

Non-voting: Vice President, Academic Affairs
Dean - Arts, Sciences and General Studies

Length of Service: Two years

Staff Support: Executive Assistant to the Vice President for Academic Affairs

Suggested Meeting Schedule: Quarterly

Executive Leadership and Reporting: Vice President for Academic Affairs

Recommends to: College President, Cabinet and /or Board of Governors via the Vice President for Academic Affairs.

GRADUATION COMMITTEE (TASK GROUP)

This committee is responsible for implementing graduation procedures and for logistics planning that ensures a smooth student transition from the College; and also assures a meaningful and memorable graduation experience for students and their families each year.

Responsibilities:

- Recommends and plans approved activities as part of the annual graduation event;
- Recommends and plans logistics related to invited speakers and special guests;
- Provides support and assistance to the Director of Institutional Effectiveness related to student outcomes testing and feedback concerning their HLSCC experience and plans;
- Oversees the preparation of certificates and diplomas, based on an approved list prepared by the Deans and certified by the Registrar;
- Orders and arranges for distribution of graduation regalia and invitations;
- Prepares and publish the graduation programme, listing graduates and the schedule of events;
- Arranges for video and/or television coverage of the graduation exercise;
- Plans and coordinates catering activities for graduation events;

Annual goals prepared by the Associate Vice President for Operations and Quality Assurance in collaboration with the Committee Chair provide a basis for the work of the Graduation Committee, and for the assessment of its effectiveness.

Membership:

Voting:

- Associate Vice President (Chair)
- Instructional Deans (2)
- Director, Student Life and Special Events
- Director, Physical Plant
- Director, Food Services
- Director, Auditorium events
- Director, Information Technology
- Director, Learning Resources Centre
- Students (2)...1 each from Paraquita Bay Campus and Virgin Gorda Centre
- Administrative Representatives (Fiscal Service, Desktop Publishing)

Length of Service: Continuous

Staff Support: Executive Assistant to the Associate Vice President.

Suggested Meeting Schedule: Fall semester – 1 meeting; Monthly throughout Spring semester.

Executive Leadership and Reporting: Associate Vice President for Operations & Quality Assurance.

Recommends to: Vice President for Academic Affairs and/or President's Cabinet.

THE GREEN COMMITTEE

This Committee provides education, leadership and encouragement to members of the College community relative to practices that assure a healthy and sustainable environment.

Responsibilities:

- Maintains an awareness of practices related to sustainability of the environment;
- Identifies best practices relevant to environmental practices on College campuses;
- Assists the College community in understanding underlying issues and data that lead to desirable and undesirable consequences – both locally and globally;
- Develops and makes available programmes designed to integrate environmental sustainability practices into college operations;
- Disseminates information designed to increase environmental awareness among the College's employees and students;
- Engages in partnership with community groups in order to provide information and education concerning environmental conditions in the BVI and sustainability of a healthy BVI environment;;
- Assumes a position of leadership concerning education and information as it pertains to increased understanding of issues as it affects the local as well as global community.

Annual goals prepared by the College President in collaboration with the Committee Chair provide a basis for the work of the HLSCC Green Committee, and for the assessment of its effectiveness.

Membership:

Voting: Director, Marine Laboratory & Director, Planning & Institutional Effectiveness (as Co-chairs)
 College President
 Student representative (2) –1 each from Phi Theta Kappa and the Student Government
 Director of Facilities
 Director, Food Services
 Representative (Virgin Gorda Centre)
 Alumni (1)

Length of Service: 2 years

Staff Support: Executive Assistant to the President

Suggested Meeting Schedule: Bi-monthly

Executive Leadership and Reporting: College President

Recommends to: College President and/or President's Cabinet, Board via the College President.

EMPLOYEE RECOGNITION COMMITTEE

This committee seeks to identify ways to recognize and reward employees for the exemplary quality of their work and their contribution to the success of students and the College.

Responsibilities:

- Identifies standards, criteria and performance that reflect a limited number of Awards that can be earned by any employee, regardless of classification;;
- Clearly identifies the name and description of each award;
- Develops and oversee procedures for nomination of employees to be recognized;
- Encourages employees to strive toward excellence by communicating the standards and expectations of employees who may be considered for recognition;
- Disseminates information to supervisors concerning the criteria, schedule and procedure for the nomination process;
- Participates in the selection of employees to be granted awards;
- Participates in the selection of award(s) used to recognize employees;
- Recommends and maintains a means of continuing to present employees who have been recognized.

Annual goals prepared by the College President in collaboration with the Committee Chair provide a basis for the work of the Employee Recognition Committee, and for the assessment of its effectiveness.

Membership:

Voting: Director or Manager of Human Resources
 Faculty (2) – 1 each from Academic and Workforce areas
 Staff /Administrators (3) – 1 each from Academic, Workforce and Administrative areas;

Non-Voting Associate Vice President for Operations & Quality Assurance

Length of Service: 2 years

Staff Support: Executive Assistant to the Associate Vice President for Operations and Quality Assurance

Suggested Meeting Schedule: Bi-weekly during Spring Semester (for Awards made during Fall Convocation)

Executive Leadership and Reporting: Associate Vice President, Operations & Quality Assurance

Recommends to: College President and/or Cabinet

HEALTH AND WELLNESS COMMITTEE

The Health & Wellness committee considers educational opportunities and programmes designed to reinforce a healthy lifestyle among members of the College community. It also coordinates special events that encourage health and fitness.

Responsibilities:

- Conducts and sponsors educational workshops/activities that focus on topical area that impact the health of all employees (eating, exercise, stress management, time management, etc.);
- Communicates information on known health risks and the value of healthy activities ;
- Develops and implements activities that encourage and support changes in health habits;
- Promotes participation in both individual and group activities and programs;
- Advocates for college policies and environments that support improved health;
- Partners with community organizations to share information concerning community health-related causes throughout campus;
- Partners with community organizations to sponsor a variety of activities that both encourage physical activity and support health-related causes within the community;
- Coordinates, monitors, and evaluates programs and activities offered.

Annual goals prepared by the Associate Vice President for Operations and Quality Assurance in collaboration with the Committee Chair provide a basis for the work of the Health and Wellness Committee, and for the assessment of its effectiveness.

Membership:

Voting: College Nurse (Chair)
 Human Resources Manager
 Food Services Manager (1)
 Virgin Gorda Campus representative (1)
 Faculty (2)
 Staff (2)
 Students (2)

Non-Voting: Associate Vice President, Operations and Quality Assurance

Length of Service: 2 years

Staff Support: Executive Assistant, Operations and Quality Assurance

Suggested Meeting Schedule: Monthly

Executive Leadership and Reporting: Associate Vice President for Operations and Quality Assurance

Recommends to: Associate Vice President and/or President's Cabinet