Finger Lakes Community College Board of Trustees
Education & Planning Committee
Wednesday, January 7, 2015
Presiding: Trustee Karen Blazey

Trustees Present: Dr. Karen Blazey, Donald Cass, James DeVaney, M. Joan Geise, Barbara Hamlin, John Hicks, Stephen Martin, Donna Mihalik, John Sheppard

Trustee Excused: Gabrielle Wilkins

Staff Present: Dr. Barbara Risser, Jacob Amidon, Joseph Delforte, James Fisher, Kristen Fragnoli, Lenore Friend, Karen Hopkins, Milton Johnson, Grace Loomis, Mary McLean-Scanlon, Dr. Joseph Nairn, Dr. Debora Ortloff, RJ Rapoza, John Taylor, Sarah Whiffen

Guest: John Marren, chair, Ontario County Board of Supervisors

Media Present: no representatives present at this meeting

At 4:30 pm, Trustee Blazey called the FLCC Board of Trustees Education & Planning Committee meeting to order.

Business
Review December 2014 Education & Planning Committee minutes
No discussion

Project Success Report: RJ Rapoza, Sarah Whiffen
RJ Rapoza, Director of Project Success, provided a status report on Project Success. He explained that Project Success, which is funded by the US Department of Education, is nearing the end of its five-year grant. The College has applied for a new grant to continue this initiative. Students must meet the following criteria to participate: be academically underprepared, low income and/or first generation college students. Two-thirds of eligible students must meet all three criteria and one-third must be academically underprepared and low income or first generation.

Project Success provides specialized services in the areas of academic advising, tutoring, financial literacy and transfer counseling. Students also participate in a Success Summit, Leader Corps and workshops on writing college essays, searching and applying for scholarships and other academic support initiatives.

FLCC’s Project Success initiative has met or exceeded all criteria and eligibility requirements set by the federal government.

Discussion:
• How the College supports students who are not academically successful
• FLCC is one of nine colleges in New York State who have implemented this national program
• How the program is funded

Service Area/Academic Assessment: Mary McLean-Scanlon, Dr. Debora Ortloff
Dr. Ortloff and Ms. McLean-Scanlon provided trustees with an overview of the College’s service area and academic assessment initiative. Following their presentation, Trustee Blazey commented that assessment is different from a professional evaluation. Discussion followed about the process to prioritize multiple research and data requests.

Student Code of Conduct compliance revisions: Provost Fragnoli
Provost Fragnoli provided an overview of the following proposed revisions to the Student Code of Conduct & Grievance Procedures:
1. Civil Rights Discrimination Complaints (pgs. 26-27)
• Revised to match language from college web page subsequent to Civil Rights Compliance Review (CRCR)
• Very minor revisions:
  - Inclusion of one additional protected class
  - Inclusion of more detailed contact information
• Investigation process remains unchanged from November 2014 review

2. Definitions under Sexual Misconduct (pgs. 29-31)
• Several definitions were added to address terms in the SUNY policies

3. Options for Confidentially Disclosing Sexual Violence (pgs. 31-34)
• New section added to match SUNY policies from 12/1/14
• Replaced similar information that previously existed

4. Sexual Violence Response Policy (pgs. 35-38)
• New section added to match SUNY policies from 12/1/14
• Replaced similar information that previously existed
• Some sections were retained (marked in green)
• Investigation process remains unchanged from November 2014 review

5. Amnesty/Good Samaritan (pg. 41)
  Added the word “amnesty”

Discussion:
Trustee Sheppard: Consider the state of our society that requires over forty pages to explain morals; disturbing that military service is required to be added to the protected class; not likely that a student will take the time to read the entire document; what options are available to students to access the information contained in the Code.

Provost Fragnoli provided an explanation of how students are informed about how to access the Code of Conduct document.

Trustee Martin: Discussion occurred in a Student Corporation meeting about a student conduct awareness program held over spring break.

Trustee Geise: Area high schools are conducting conduct programs for students before they graduate and go off to college.

Trustee Blazey: Does the Code of Conduct help protect the institution, and is it 100% compliant with the Office of Civil Rights; Provost Fragnoli responded ‘yes’ to both inquiries.

Trustee Sheppard: Small style suggestion on page 37, section 3 – protections and accommodations; noted that over the entire document the focus is victim-centered, however, can’t forget about the other possibilities, including false accusations.

Enrollment Update
Winter Session 2015 enrollment indicates an 8% decrease compared to 2014, which was a record year, and is ahead of 2012 and 2013 enrollment.
Spring 2015 enrollment is tracking at 83% of the non-Gemini enrollment target. Gemini enrollment will begin in a few weeks. There are sixteen registration events planned between January 7-16, and eight events are at or close to capacity. Walk-in registrations are continually being processed.

Resolutions
Approve tenure track faculty reappointments
Provost Fragnoli presented this resolution to approve reappointment of the following faculty members effective September 1, 2015 and provided an explanation of the five-year probationary process:
Second Year Reappointment
Derrick Gentry, Humanities

Third Year Reappointment
Eric Duchess, Social Science
Lacey McKinney, Visual & Performing Arts
Debora Ortloff, Social Sciences/Assessment
Lori Vail, Humanities
Vera Whisman, Social Sciences

Fourth Year Reappointment
Lisa McAnn, Nursing
Jamie Rotter, Business

Fifth Year Reappointment
Paul Engin, Visual & Performing Arts
Eileen Grooms, Science & Technology
Maura Sullivan, Conservation

Grant tenure status
Provost Fragnoli presented this resolution to grant tenure status and promotion to the following faculty members effective September 1, 2015:

<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Brock, II</td>
<td>Assistant Professor</td>
<td>Environmental Conservation &amp; Horticulture</td>
</tr>
<tr>
<td>Amy Flagler</td>
<td>Assistant Professor</td>
<td>Visual &amp; Performing Arts</td>
</tr>
<tr>
<td>Margaret Gillio</td>
<td>Assistant Professor</td>
<td>Humanities</td>
</tr>
<tr>
<td>Sean Maley</td>
<td>Instructor to Assistant Professor</td>
<td>Mathematics</td>
</tr>
<tr>
<td>William McLaughlin</td>
<td>Instructor to Assistant Professor</td>
<td>Computer Sciences</td>
</tr>
<tr>
<td>Maria Petricola</td>
<td>Instructor to Assistant Professor</td>
<td>Physical Education/Integrated Health</td>
</tr>
<tr>
<td>Linda Ross</td>
<td>Associate Professor</td>
<td>Social Science</td>
</tr>
<tr>
<td>Jacqueline Tiermini</td>
<td>Instructor to Assistant Professor</td>
<td>Humanities</td>
</tr>
<tr>
<td>Michael Van Etten</td>
<td>Instructor to Assistant Professor</td>
<td>Humanities</td>
</tr>
<tr>
<td>Richard Walsh</td>
<td>Instructor to Assistant Professor</td>
<td>Business</td>
</tr>
</tbody>
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There being no further business, at 5:22 p.m., on motion by Trustee Sheppard and second by Trustee Martin, the Board of Trustees Education & Planning Committee adjourned.

Prepared by, Submitted by,

Karen A. Hopkins, Trustee Karen Davison Blazey
Assistant Secretary of the Board, Chair, Education & Planning Committee

Next meeting: Wednesday, February 4, 2014; 4:30 p.m.; Carpenter Board Room

Trustee committee members
Dr. Karen Blazey, Joan Geise, Barbara Hamlin, John Hicks, John Sheppard, Gabrielle Wilkins

FLCC staff liaisons
Kristen Fragnoli, Grace Loomis, Carol Urbaitis
At 5:22 p.m., Trustee DeVaney called the FLCC Board of Trustees Finance & Facilities Committee meeting to order.

Business

Review December 2014 Finance & Facilities Committee minutes
No discussion

FLCC 2014-2015 operating budget
Mr. Fisher provided an overview of the year-to-year comparison of revenues and expenses, and stated that the budget is tracking as expected.

Facilities update

Geneva: Foundation and exterior wall construction is ongoing.

Viticulture: The project includes two buildings: a ‘stick’ building where the offices and classrooms are located, and a steel building where the winery is located. The College will be issued two certificates of occupancy. Final cleaning of the classroom building is expected to be completed on January 9, and punch list items continue to be addressed. Furniture delivery is expected on January 13; College staff expect to move into their offices on January 15, and classes begin on January 26. The winery certificate of occupancy is expected on January 28. A card swipe access security system has been installed, which will provide access flexibility and control over the facility. The FLCC Viticulture Center is not a public building.

First floor restrooms renovation: The project has begun with asbestos abatement; this project was added on to 2015 CIP and the College is providing local share funding with a state match; overview of the project and contract approval process.

Resolutions

Bid renewal: sprinkler & backflow inspection
Mr. Fisher presented this resolution to accept the bid renewal of Great Lakes Building Systems, 116 Gruner Rd, Buffalo, NY 14227 for a sprinkler and back flow inspection for an additional twelve-month period from January 8, 2015 through January 7, 2016 at the current price structure indicated in the bid for a total cost of $6,200.

Bid acceptance: FLCC main campus first floor restroom renovations
Mr. Fisher presented this resolution to accept the bid of Frank J. Marianacci, Inc., 6905 Routes 5 & 20, Bloomfield, NY 14469 for renovations for the FLCC main campus first floor restrooms at a total cost of $58,500.00.
There being no further business, at 5:47 p.m., on motion by Trustee Mihalik and second by Trustee Cass, the FLCC Board of Trustees Finance & Facilities Committee meeting adjourned.

Prepared by,       Submitted by,
Karen A. Hopkins      Trustee James DeVaney
Assistant Secretary of the Board  Chair, Finance & Facilities Committee

Next meeting: Wednesday, February 4, 2015; Carpenter Board Room; immediately following the Education & Planning Committee meeting

Trustee committee members
James DeVaney, Donald Cass, Barbara Hamlin, Stephen Martin, Donna Mihalik

FLCC staff liaisons
James Fisher, Joseph Delforte
Finger Lakes Community College Board of Trustees
Wednesday, January 7, 2015
Presiding: Trustee M. Joan Geise, Chair

Trustees Present: Dr. Karen Blazey, Donald Cass, James DeVaney, Joan Geise, Barbara Hamlin, John Hicks, Stephen Martin, Donna Mihalik, John Sheppard

Trustees Excused: Gabrielle Wilkins

Staff Present: Dr. Barbara Risser, Joseph Delforte, James Fisher, Kristen Fragnoli, Lenore Friend, Karen Hopkins, Milton Johnson, Grace Loomis, Mary McLean-Scanlon, John Taylor

Guest: John Marren, chair, Ontario County Board of Supervisors

Media Present: no representatives present at this meeting

At 6:00 pm, Trustee Geise called the FLCC Board of Trustees meeting to order.

Privilege of the Floor
Trustee Sheppard read a letter he authored (see attached).

Approval of the Prior Meeting Minutes
Trustee Geise called for a motion to approve the December 3, 2014 Board of Trustees committee & regular meetings minutes.

Motion: Martin
Second: Sheppard
Unanimous approval of the December 2014 minutes as written.

Chair’s Report
Ad hoc committee to review the FLCC Board of Trustees Bylaws
Chairperson Geise reported that Trustees Martin and Hicks have agreed to serve on an ad hoc committee to consider a new process for board meeting operations, conduct a review of the bylaws, and consider committee restructuring. Trustee Hicks recommended that this committee also review the newly implemented information request and agenda item submission forms.

Trustee Sheppard made a motion to establish this ad hoc committee to include Trustees Hicks and Martin, and Provost Fragnoli.

Discussion:
The Board of Trustee bylaws state that the board chair has the authority to establish the membership of an ad hoc committee:

Article VII: Board Committees, Section 2 – Ad hoc Committees
Ad hoc committees may be appointed from time to time, as deemed necessary, to conduct the business of the Board. All ad hoc committees shall submit a report to the Board of Trustees and such committees shall be considered disbanded on acceptance of the report by the Board, or when discharged by the Chair of the Board.

Trustee Sheppard is interested in following an official process to establish this committee; Provost Fragnoli would bring an unbiased opinion.

Trustee Blazey stated that she has never heard of appointing staff to Board ad hoc committees.
Dr. Risser stated that Provost Fragnoli has been in her role for a brief period of time, and it is not appropriate for trustees to identify staff members to serve on a trustee committee. Dr. Risser expressed serious concerns about Trustee Sheppard's motion to include Provost Fragnoli on this trustee committee and stated that this sets an inappropriate precedent.

Trustee Martin suggested that rather than name a staff member to a trustee committee, consider college staff and community members as a resource to assist the committee with its work.

**Trustee Sheppard amended his original motion: retract committee members by name, establish the ad hoc committee only.**

**Discussion:**
Trustee Hamlin noted that an ad hoc committee is a short-term committee and the board chair has the prerogative to establish without formality.

Trustee Mihalik stated that it is not necessary to make a motion to establish an ad hoc committee.

Trustee Geise reiterated that she established the ad hoc committee prior to this Board meeting.

**Motion to act on the amendment to Trustee Sheppard’s original motion; second: Trustee Cass – unanimous.**

**Comments:**
Trustee Martin – It is the purview of the chair to establish ad hoc committees.
Trustee Hamlin – The motion sets a precedent and is in violation of the board bylaws.
Trustee Blazey – Ad hoc committees are a separate issue from the standing committee structure.
Trustee DeVaney – Asked Trustee Sheppard to explain his rationale for his motion.
Trustee Sheppard – Referenced the Board’s bylaws and Roberts Rules of Order as his rationale.

**Motion to close debate: Trustee Geise, second: Trustee Martin; unanimous**

Trustee Blazey called the question: motion to establish an ad hoc committee and membership at the Board Chair’s discretion. Second: Trustee Hamlin

In favor: Trustees Blazey, Cass, DeVaney, Geise, Hamlin, Hicks, Martin, Mihalik
Opposed: Trustee Sheppard

Motion passed

Trustee Geise reiterated that she established the aforementioned ad hoc committee consisting of Trustees Hicks and Martin, within her purview as Chair, and she was informing the Board of that action at this meeting.

**New Board of Trustees forms**
Trustee Geise reiterated that these forms will be reviewed by the newly established ad hoc committee.

**President’s Report**
**Changes to Middle States Standards**
Dr. Risser provided an overview of the new seven Characteristics of Excellence that were recently adopted by the Middle States Commission on Higher Education. These new standards will be in effect when the College’s next Periodic Review Report is due on June 1, 2017. Dr. Risser distributed Standard 7: Governance, Leadership, and Administration, which applies directly to the Board of Trustees (see attached). She stressed the importance of the College focusing on the criteria in these new standards to remain fully accredited.
The college will begin an audit of each of the new standards to identify who is responsible, what evidence is currently established and what needs to be created. Dr. Risser assured trustees that the College is well positioned for the next accreditation cycle.

**FLCC 50th Anniversary plans: Joseph Nairn**

Dr. Nairn presented an overview of events and activities planned over the next two years to celebrate the College’s 50th anniversary. These celebratory events will culminate with a Gala in 2017. Dr. Risser thanked the Advancement department for taking the lead on organizing this significant milestone in the College’s history.

**Skilled trades partnership discussions**

Dr. Risser reported that the Canandaigua Chamber of Commerce is establishing a workgroup to review the need for training in the skilled trades.

**ACCT Governance Leadership Institute**

Dr. Risser encouraged trustees to consider attending the ACCT Governance Leadership Institute, which will be held March 19-21, 2015 at Borough of Manhattan Community College in New York City. Interested trustees should contact Dr. Risser as soon as possible. Trustee Geise also encouraged trustees to consider participating in this institute.

**NYS Assembly Minority Leader Brian Kolb**

Dr. Risser announced that Assembly Minority Leader Kolb has secured $75,000 in state funds for FLCC to make improvements to its science laboratories.

**SUNY Assessments**

Dr. Risser reported that there is no new information of the status of SUNY assessments.

**Committee Reports**

**Education & Planning Committee: Trustee Blazey**

Trustee Blazey called for a motion to approve the tenure track faculty reappointments resolution discussed in committee. There being no discussion, on motion by Trustee Blazey and second by Trustee Martin, the FLCC Board of Trustees unanimously approved tenure track faculty reappointments effective September 1, 2015.

Trustee Blazey called for a motion to grant tenure status to the following faculty members as discussed in committee:

- Paul Brock, II  Assistant Professor  Environmental Conservation & Horticulture
- Amy Flagler  Assistant Professor  Visual & Performing Arts
- Margaret Gillio  Assistant Professor  Humanities
- Sean Maley  Instructor to Assistant Professor  Mathematics
- William McLaughlin  Instructor to Assistant Professor  Computer Sciences
- Maria Petricola  Instructor to Assistant Professor  Physical Education/Integrated Health
- Linda Ross  Associate Professor  Social Science
- Jacqueline Tiermini  Instructor to Assistant Professor  Humanities
- Michael Van Etten  Instructor to Assistant Professor  Humanities
- Richard Walsh  Instructor to Assistant Professor  Business

There being no discussion, on motion by Trustee Blazey and second by Trustee Sheppard, the FLCC Board of Trustees unanimously granted tenure status to faculty members listed above effective September 1, 2015.

Trustee Hamlin asked to receive the list of Education & Planning Committee agenda items planned for spring 2015.
Finance & Facilities Committee: Trustee DeVaney

Trustee DeVaney called for a motion to approve the following resolution: bid renewal: sprinkler and backflow inspection. There being no discussion, on motion by Trustee Martin and second by Trustee Mihalik, the FLCC Board of Trustees unanimously approved the resolution for a bid renewal: sprinkler and backflow inspection.

Trustee DeVaney called for a motion to approve the following resolution: bid acceptance: FLCC main campus first floor restroom renovations. There being no discussion, on motion by Trustee Mihalik and second by Trustee Hicks, the FLCC Board of Trustees approved the resolution for a bid acceptance: FLCC main campus first floor restroom renovations with one abstention: Trustee Martin.

Audit and Enterprise Risk Management

Trustee Mihalik reported that management has prepared a written response to observations made by auditors from the Bonadio Group while conducting the College’s annual financial audit, regarding Information Technology operations. The Audit and Enterprise Risk Management Committee members will meet to discuss management’s response.

In light of the sensitive nature of the information regarding access to the college’s IT systems, Trustee Mihalik distributed the management response document in paper copy to committee members Trustee Martin and Trustee Sheppard for review in advance of discussion. Trustee Mihalik stated that in order to remain cautious and maintain confidentiality it would not appropriate to email the document.

Trustee Mihalik assured trustees that the committee discussion of the management response would occur in executive session and she will report back to the full board.

Trustee Liaison Reports

FLCC Association: Trustee Hamlin

The FLCC Association last met in December 2014. Agenda items included a discussion of state funding received for the FLCC Child Care Center.

FLCC Foundation: Trustee Geise

In the month of December 2014, the Foundation received $392,124 in financial donations, which represents a 373% increase over December 2013. Trustee Geise expressed her thanks to Amy Pauley for her steadfast efforts and diligence to raise funds for the Foundation in support of the College.

Registration is underway for the annual Foundation golf tournament, which will be held on Monday, June 22, 2015. The annual Book Feast fundraiser is scheduled on Saturday, October 17, 2015. Trustee Geise encouraged trustees to participate in these events.

The Distinguished Alumni Awards event is scheduled on Friday, May 15, 2015. Award recipients are:

- Distinguished Alumni Awards: Mary Wilsey and Troy Constantino
- Alumni Exceptional Service Award: Ethan Fogg
- Foundation Award: John Britting and Lyle Brown
- Benefactor Award: Integrated Systems, Mark Hamilton - owner

FLCC Projects Committee: Trustees Blazey, DeVaney

The next Projects Committee meeting will be held on January 14, 2015 meeting at the FLCC Viticulture Center.

FLCC Student Corporation: Trustee Hicks

Trustee Hicks reported that Rory Edmonds ran an efficient meeting. Trustee Hicks volunteered to donate products from his not-for-profit organization to a Seed and Growing program being organized by the Student Corporation.
Executive Session
At 7:00 pm, Trustee Geise called for a motion to move into executive session under provisions of Section 105 of Article 7 of the Public Officers Law to discuss collective negotiations. The FLCC Board of Trustees will not return to public session. On motion by Trustee Hicks and second by Trustee Sheppard, the FLCC Board of Trustees moved into executive session.

At 7:42 pm, on motion by Trustee Martin and second by Trustee Cass, the FLCC Board of Trustees moved out of executive session.

There being no further business, at 7:42 pm, on motion by Trustee Blazey and second by Trustee Mihalik, the FLCC Board of Trustees meeting adjourned.

Prepared by, Submitted by,
Karen A. Hopkins Trustee M. Joan Geise
Assistant Secretary of the Board Chair, FLCC Board of Trustees

Next meeting: Wednesday, February 4, 2015, 5:30 pm; Carpenter Board Room
January 7, 2015

FLCC Board of Trustees
3325 Marvin Sands Drive
Canandaigua, NY 14424

FLCC Board of Trustees,

This letter identifies a persistently inept procedural conduct of our Board. This conduct invites discredit upon this governing body and FLCC. The biased interpretation of our bylaws and rules of order inhibit Trustee inclusion and fair debate. This conduct is a poor example for those we serve and prolongs the existing polarity of this Board. Please reference the attached documents ordered chronologically;

2. December 14, 2014 letter to FLCC Chairperson and EP Chairperson request draft agenda inclusion
4. November 13, 2014 letter to FLCC Chairperson regarding bylaw amendments and offered by Trustee Hicks
5. Trustee Hicks letter/attachment of information and concern regarding the Confidential Employee Policy

Today’s BOT session agenda and precursory discussions are no exception to the established inept procedural conduct;

1. There is no inclusion of Trustee agenda requests on either Standing Committee or BOT draft agendas.
2. There has been a capricious addition of the Secretary to the EP Standing Committee.
   a. The Chairperson inarguably has the authority to appoint Trustees to committees.
   b. That authority does not extend to originating committees or determining the number of Trustee membership.
   c. This change is an obvious attempt to solidify the presumptive majority’s conduct, deny Trustee inclusion and stifle any voice of alternative opinion or dissent.
3. “Approval of the Consent Agenda” has been eliminated from our precedential meeting agenda.
   a. There now exists no formality of either amending or approving the meeting agenda.
      i. This change is an obvious attempt to solidify the presumptive majority’s conduct, deny Trustee inclusion and stifle any voice of alternative opinion or dissent.

Sincerely,

John Sheppard

Member, FLCC Board of Trustees
Middle States Commission on Higher Education
Standard VII: Governance, Leadership and Administration

The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.

Criteria
An accredited institution possesses and demonstrates the following attributes or activities:

1. a clearly articulated and transparent governance structure that outlines roles, responsibilities, and accountability for decision making by each constituency, including governing body, administration, faculty, staff and students;

2. a legally constituted governing body that:
   a. serves the public interest, ensures that the institution clearly states and fulfills its mission and goals, has fiduciary responsibility for the institution, and is ultimately accountable for the academic quality, planning, and fiscal well-being of the institution;
   b. has sufficient independence and expertise to ensure the integrity of the institution. Members must have primary responsibility to the accredited institution and not allow political, financial, or other influences to interfere with their governing responsibilities;
   c. ensures that neither the governing body nor its individual members interferes in the day-to-day operations of the institution;
   d. oversees at the policy level the quality of teaching and learning, the approval of degree programs and the awarding of degrees, the establishment of personnel policies and procedures, the approval of policies and by-laws, and the assurance of strong fiscal management;
   e. plays a basic policy-making role in financial affairs to ensure integrity and strong financial management. This may include a timely review of audited financial statements and/or other documents related to the fiscal viability of the institution;
   f. appoints and regularly evaluates the performance of the Chief Executive Officer;
   g. is informed in all its operations by principles of good practice in board governance;
   h. establishes and complies with a written conflict of interest policy designed to ensure the impartiality of the governing body by addressing matters such as payment for services, contractual relationships, employment, and family, financial or other interests that could pose or be perceived as conflicts of interest;
   i. supports the Chief Executive Officer in maintaining the autonomy of the institution;

3. a Chief Executive Officer who:
   a. is appointed by, evaluated by, and reports to the governing body and shall not chair the governing body;
   b. has appropriate credentials and professional experience consistent with the mission of the organization;
   c. has the authority and autonomy required to fulfill the responsibilities of the position, including developing and implementing institutional plans, staffing the organization, identifying and allocating resources, and directing the institution toward attaining the goals and objectives set forth in its mission;
   d. has the assistance of qualified administrators, sufficient in number, to enable the Chief Executive Officer to discharge his/her duties effectively; and is responsible for establishing procedures for assessing the organization's efficiency and effectiveness;

4. an administration possessing or demonstrating:
   a. an organizational structure that is clearly documented and that clearly defines reporting relationships;
b. an appropriate size and with relevant experience to assist the Chief Executive Officer in fulfilling his/her roles and responsibilities;
c. members with credentials and professional experience consistent with the mission of the organization and their functional roles;
d. skills, time, assistance, technology, and information systems expertise required to perform their duties;
e. regular engagement with faculty and students in advancing the institution's goals and objectives;
f. systematic procedures for evaluating administrative units and for using assessment data to enhance operations; and

5. periodic assessment of the effectiveness of governance, leadership, and administration.