

Guidebook for Academic Affairs Meetings 2025-2026

In efforts to organize and provide guidance for common meetings that are associated with the work completed in Academic Affairs, this annual guide is produced for the benefit of the institution. While individual adaptations and modifications may be necessary, the intent of this guide is to provide approved meetings with associated charters with membership parameters. In all cases, the Chair of the team, group, or meeting is responsible for creation of agendas, identification of location and modalities that align with the charter and fall within appropriate meeting times.

Summary of Meetings:

Meeting	Page	How Frequent	How Long	Required of AA-MCCC	Required of AA-AFSCME
Academic Leadership Team	3	Monthly (1 st week of the month)	1 Hour	N/A	N/A
Academic Coordination Meeting	3	Monthly (2 nd week of the month)	2 Hours	No	N/A
Learning Leadership Working Group	4	Monthly (3 rd week of the month)	1 Hour	No	N/A
All Academic Meeting	5	3 times a semester	1 Hour	Yes	Yes
Deans & Chairs Working Group	6	3 times a semester	1 Hour	No	N/A
Department Meeting	6	3 times a semester	1 Hour	Yes	No
All-School Meeting	7	3 times a semester	1 Hour	Yes	Yes
Advisory Board Meeting	7	1 time a semester	2 Hours	No	No

Definitions are provided for better use of this guidebook.

Meeting-

A meeting is a regularly scheduled gathering of individuals convened to exchange information, make decisions, coordinate activities, or address specific topics within a defined time frame. Meetings are recurring and can include members from multiple organizational levels or areas. A meeting is generally event-based and does not in

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itself imply an ongoing collaborative structure. Meetings are governed by an agenda, and work should be completed before attending the meeting.

Key features include:

- 1) Time-bound, agenda-driven occurrence that is regular and periodic
- 2) May involve people from various units or functions
- 3) Purpose is to inform, consult, decide, or coordinate
- 4) Includes reporting as well as assignments

Working Group-

A working group is a task-focused body established to address a specific issue, project, or deliverable within a set timeline. It draws members from relevant areas of expertise, often across functional lines, to collaborate intensively until the objective is met. A working group dissolves once its defined goal or deliverable is completed.

Key features include:

- 1) Formed for a specific, finite objective
- 2) Members selected for expertise and relevance
- 3) Will be completing work in the meeting setting

Team-

A team is a stable, ongoing group of individuals with complementary skills who work collaboratively toward shared goals, typically within a specific organizational function or operational area. Teams have defined roles, responsibilities, and sustained accountability for outcomes over time.

Key features include:

- 1) Ongoing and adaptable to deliverables
- 2) Shared goals and mutual accountability
- 3) Structured membership with defined roles

1) Academic Leadership Team Meeting

- a. Charter: The Academic Leadership Team serves as the senior academic advisory and coordination body for Academic Affairs at Bristol Community College. Its primary purpose is to ensure alignment, accountability, and progress toward the institutional Strategic Plan, including its Vision, Key Performance Indicators (KPIs), and Academic Priorities. The team functions as a mechanism to:
 - i. Promote consistent communication and coordination across academic units.
 - ii. Monitor progress against strategic goals and institutional effectiveness measures.
 - iii. Provide shared leadership in academic planning, policy implementation, and resource allocation.
 - iv. Prepare Academic Affairs updates and decisions in advance of monthly Board of Trustees meetings.
- b. Membership:
 - i. Vice President for Academic Affairs (Chair)
 - ii. Executive Dean for Academic operations
 - iii. Dean for the School of STEM-E Programs
 - iv. Dean for the School of Health Professions Programs
 - v. Dean for the School of LAHSS Programs
 - vi. Dean for the School of Business, Industry and Career Programs
 - vii. Dean for the Attleboro Campus
 - viii. Dean for the Taunton Campus
 - ix. Dean for the New Bedford Campus
 - x. Dean for Dual Enrollment
 - xi. Dean for the Library Learning Commons
- c. Academic Leadership Meeting meets monthly – first week of the month for 1 hour, or as needed.
- d. The Chair is responsible for the agenda and content of the meeting.
- e. Required attendance and participation for all members under (b).
- f. Meeting agenda should be presented to Academic Affairs office upon completion of the meeting.

2) Academic Affairs Coordination Meeting

- a. Charter: The Academic Affairs Coordination Meeting exists to facilitate communication, collaboration, and coordination across all academic departments and support units within the Academic Affairs division. This forum ensures that operational priorities are aligned, information flows effectively between areas, and institutional initiatives are supported with

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shared understanding and integrated effort. The meeting is designed to complement the strategic oversight function of the Academic Leadership Team by focusing on day-to-day coordination, implementation, and problem-solving within Academic Affairs

- b. Membership:
 - i. Executive Dean for Academic operations (Chair)
 - ii. Vice President for Academic Affairs
 - iii. Dean for the School of STEM-E Programs
 - iv. Dean for the School of Health Professions Programs
 - v. Dean for the School of LAHSS Programs
 - vi. Dean for the School of Business, Industry and Career Programs
 - vii. Dean for the Attleboro Campus
 - viii. Dean for the Taunton Campus
 - ix. Dean for the New Bedford Campus
 - x. Dean for Dual Enrollment
 - xi. Dean for the Library Learning Commons
 - xii. Academic Affairs Central Office
 - xiii. Director of Curriculum Engagement
 - xiv. Director of Online Learning
 - xv. Associate Dean for Credit for Prior Learning and Competency Based Education
 - xvi. One Faculty Senate Representative
 - xvii. One Staff Senate Representative
- c. The Academic Affairs Coordination Meeting meets monthly, the second week of the month for 2 hours or as needed.
- d. The Chair is responsible for the agenda and content of the meeting.
- e. Required attendance and participation for all members under (b).
- f. Meeting agenda should be presented to Academic Affairs office upon completion of the meeting.

3) Learning Leadership Working Group

- a. Charter: The Learning Leadership Meeting serves as a monthly working forum to coordinate the logistical, operational, and administrative dimensions of learning at Bristol Community College. With a focus on learning outcomes, academic stewardship, instructional performance, and course delivery infrastructure, this meeting ensures that academic operations are executed with fidelity, equity, and continuous improvement using principles of Institutional Effectiveness. This group bridges strategic intent and classroom execution—ensuring that faculty, academic support teams, and administrative functions are aligned to promote high-quality learning experiences.

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- b. Membership:
 - i. 4 Academic School Deans (One selected as Chair by consent)
 - ii. Vice President for Academic Affairs
 - iii. Executive Dean
 - iv. Director of Curriculum Engagement
 - v. 4 Department Chairs (one from each School selected by consent as coordinated by the School Dean)
- c. The Learning Leadership meeting occurs monthly during the 3rd week of the month for 1 hour.
- d. The Chair is responsible for the agenda and contents of the meeting.
- e. Required attendance and participation for all members under (b).
- f. Meeting agenda should be presented to Academic Affairs office upon completion of the meeting.

4) All-Academic Meeting

- a. Charter: The All-Academic Meeting is a regularly scheduled, college-wide gathering of faculty and academic staff that fosters transparency and institution-wide communication across all areas of Academic Affairs. This meeting is a cornerstone for keeping faculty informed, engaged, and aligned with the strategic, operational, and pedagogical direction of the College.
- b. The purpose of the All-Academic Meeting is to:
 - i. Provide institution-wide academic updates to all full-time and part-time faculty.
 - ii. Share cross-functional updates from academic governance bodies and leadership councils.
 - 1. A report/update from Learning Council Chair
 - 2. A report/update from Deans and Chairs Chair
 - 3. A report/update from Learning Leadership Chair
 - iii. Offer transparency on initiatives, policies, and changes that impact teaching and learning.
 - iv. Foster a culture of trust, collaboration, and accountability.
- c. Membership:
 - i. Vice President for Academic Affairs
 - ii. All Academic Deans
 - iii. All Campus Deans
 - iv. All full-time faculty members
 - v. All Academic Affairs
 - vi. All School Administrative Assistants
 - vii. All LLC Faculty and Staff
 - viii. All professional staff in Schools

- ix. All AFSCME Staff in AA
- x. All part-time faculty members
- d. The All-Academic meeting occurs 3 times a semester, and is scheduled for one hour.
- e. The agenda is set though the Charter and Purpose as needed by the Chair.
- f. Required attendance and participation for all members under (b.i-ix).
- g. Meeting agenda should be presented to Academic Affairs office upon completion of the meeting.

5) Deans and Chairs Working Group

- a. Charter: To be determined by the group annually to meet the needs of Chairs and Deans.
- b. Membership:
 - i. Executive Dean (Chair)
 - ii. Academic Deans
 - iii. Campus Deans
 - iv. LLC Dean
 - v. Department Chairs
- c. The Deans and Chairs meeting occurs 3 times a semester for one hour.
- d. The agenda is driven by the annually established charter and under the direction of the Chair.
- e. Required attendance and participation for all under Membership (i-iv).
- f. Meeting agenda should be presented to Academic Affairs office upon completion of the meeting.

6) Department Meeting

- a. Charter: The Department Meeting serves as the primary forum for faculty within an academic department to collaborate on curriculum development, instructional planning, institutional effectiveness student success strategies, and departmental operations. This meeting ensures alignment of departmental goals with School and College level strategic priorities, fosters shared governance at the program level, and provides an opportunity for collective problem-solving and innovation in teaching and learning.
- b. Membership:
 - i. Department Chair (Chair)
 - ii. All full-time faculty within the department
 - iii. Department administrative or support staff
 - iv. LLC Representative

- v. All part-time faculty within the department
 - vi. Appropriate Professional Staff
- c. The Department Meeting occurs at least 3 times per semester per month during the academic year, or more frequently as determined by departmental needs and should last one hour.
- d. The Chair is responsible for setting the agenda in consultation with faculty and ensuring alignment with institutional priorities as well as the modality.
- e. Required attendance and participation for all members under (b.i-iv).
- f. Meeting agenda should be presented to Academic Affairs office upon completion of the meeting.

7) All-School Meeting

- a. Charter: The All-School Meeting provides a collaborative space for cross-departmental coordination within an academic School. It serves to review and align programmatic initiatives, coordinate scheduling, share best practices, address operational needs, and discuss emerging trends affecting multiple departments. This meeting supports consistent communication between departments and their Dean, ensuring that area-wide academic and operational objectives are met.
- b. Membership:
 - i. Academic Dean for the School (Chair)
 - ii. Department Chairs within the School
 - iii. Academic support personnel assigned to the area from LLC
 - iv. All full-time faculty members in the School
 - v. Professional Staff
 - vi. AFSCME Unit members in School
 - vii. All part-time faculty members in the School
- c. The Area Meeting occurs at least three times per semester, or as determined by the Dean based on operational needs and should last one hour.
- d. The Chair is responsible for setting the agenda and modality in consultation with Department Chairs.
- e. Required attendance and participation for all members under (b.i-v).
- f. Meeting agenda should be presented to Academic Affairs office upon completion of the meeting.

8) Advisory Board Meeting

- a. Charter: The Advisory Board Meeting brings together external industry, community, and educational partners with faculty and academic leadership to

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provide guidance, feedback, and support for specific academic programs. The purpose is to ensure that curricula remain relevant to workforce and community needs, foster mutually beneficial partnerships, and support program development, student employability, and innovation. Academic programs, student services, centers, and Bristol locations should have an active Advisory Board in order to respond to evolving needs. Advisory Boards should be led by a department chair, project director or dean (review Advisory Board Guidelines for further information)

- b. Membership:
 - i. Program Chair (Chair)
 - ii. Academic Dean in the School
 - iii. Faculty from the program(s) under review
 - iv. External industry representatives relevant to the program
 - v. Alumni or current student representatives (as appropriate)
 - vi. Additional institutional representatives (as needed)
- c. The Advisory Board Meeting is held at least twice per academic year, with additional meetings scheduled as needed for program review or major curriculum changes and last no longer than 2 hours.
- d. The Chair is responsible for creating the agenda in collaboration with the Dean and external partners.
- e. Attendance and participation are required for all members under (b.i-iii).

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Appendix – Advisory Board Guidebook

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Advisory Board Guidelines

These guidelines should be followed unless they conflict with the required external accreditation, licensing requirements, or Collective Bargaining Agreements. This document comes as a shared response updated in August 2024 for the benefit of Advisory Board Chairs.

General Purpose - Academic programs, student services, centers, and Bristol locations should have an active Advisory Board in order to respond to evolving needs. Advisory Boards should be led by a department chair, program coordinator, project director or dean (hereinafter referred to as the chair).

An Advisory Board should assist the chair in the development, oversight, and continuous improvement of their area with the following purpose:

- maintaining the currency and alignment of their program or Bristol location with business, industry, and community agencies, as well as with area high schools and baccalaureate degree-granting colleges and universities, among other organizations/entities.
- reviewing the information and providing feedback to the chair on Bristol alumni employed in their field as well as industry standards and needs related to recruitment, curriculum, credentialing, and employment. The Advisory Board should help ensure that curriculum and programming align not only with business and industry needs but also with high school feeder programs and college and university transfer programs.
- connecting the college, especially at Bristol locations, to assist college personnel with outreach to the organizations that the Advisory Board member represents, providing relevant perspective both on short-term goals and long-term goals and objectives.

Advisory Board Chair Responsibilities:

1. Update: Academic Affairs annually at the beginning of the fall semester or when changes occur. (changes such as board name, membership, meeting dates, etc.).
2. Maintain: Membership list names, contact information, experience and qualifications for all members.
3. Confirm with Advisory Board members at the end of every spring semester their continued interest in serving on the Advisory Board, as well as to update Advisory Board member contact information.
4. Schedule: Meetings: Each Advisory Board should meet a minimum of twice per year. Each Advisory Board is encouraged to set their own meeting dates and times which are convenient for their members. Meeting dates and times should be set for

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the year no later than October 1 and the annual meeting schedule is submitted to Academic Affairs.

5. Ensure: Minutes are recorded: It is the responsibility of each chair to ensure that minutes are taken, shared with members and associated Dean, and uploaded into the appropriate Advisory Board OneDrive folder.

6. Orient: New members to their academic program or Bristol location and the college. Chairs should additionally notify prospective members of the scope of their responsibilities, and terms of service when asking for a commitment.

7. Engage: Members annually in curriculum/employment conversations or Bristol location Strategic Plan updates.

Board Composition

Advisory Board members should represent a cross-section of the industries, for-profit and non-profit, labor, governmental, and/or professions relevant to the academic program or Bristol location they advise. Since providing diverse perspectives is an important function of an Advisory Board, members will vary in veteran status, gender, race,

ethnicity, geographic location, age, and other related qualities. In addition to this diversity, for academic programs Advisory Board members will be selected for their current knowledge and expertise in the occupations associated with the academic program they will advise, and for locations, Advisory Board members will be selected for their connection to the community, current knowledge, and expertise in the occupations associated with the location they will advise. All boards should consider including Bristol alumni as members. Annually a survey of Advisory Board members will be given to ensure this diversity.

Advisory Boards should be at least seven but no larger than fifteen members (unless this conflicts with required accreditation or licensing requirements). Advisory Board members will serve three-year term with the possibility of renewal based on their involvement, the needs of the board, and at the discretion of the chair and approval of the associated Vice-President, as appropriate. An Advisory Board member may be removed from the Board at any time at the discretion of the chair and/or the associated Vice President based on the Board Member level of participation.

New Advisory Board members should be recruited annually at the start of the fall semester. Chairs should submit nominations including a resume, to Academic Affairs for approval by the end of the spring semester, for service beginning on September 1.

Forming an Advisory Board need not be an isolating or challenging experience. Chairs are strongly encouraged to work with their respective dean and peers to identify potential members. Additionally, the advancement office, Career Center, Experiential Education Center, Economic and Business Development, and other campus entities can assist in identifying potential members.

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Board Member Roles & Responsibilities

1. Engage: Actively participate in program and location events, such as attendance at all Advisory Board meetings, class presentations, awards presentations, etc., and keep abreast of developments at Bristol Community College.
2. Advise: Participate in strategic planning and make a recommendation to assure that Bristol programs and locations address the employment, educational, and professional needs of industry, labor and/or transfer institutions. This includes suggesting guidelines for academic program curriculum updates, locations updates, and/or information about new opportunities in your field or region.
3. Support: Support new initiatives and insights for outreach opportunities to strengthen the programs and the college.
4. Connect: Facilitate connections between Bristol programs/locations and guest speakers, relevant grants and regional projects, placement opportunities for program graduates, mentors, internships, site visits/tours, etc.
5. Outreach: Assist with financial and legislative support including the identification and acquisition of external funding and resources to support Bristol students and programs (e.g. scholarships, program materials, grants and other resources).
6. Recruit: Help identify and recruit new board members.
7. Liaison: Serve as a liaison between Bristol, industry, and professional and community organizations.
8. Advocate: Serve as an ambassador for Bristol programs and locations in the community. Be active on social media in support of the college. Make the College a priority for their personal or business philanthropy.

Limitations

Board members do not participate in decision making related to program personnel, budget, etc. Participation on the board is not compensated and all associated costs are the responsibility of the board member.

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Advisory Board

Welcome Letter

Insert Date

Insert Inside Address

Dear [Recipient's Name],

On behalf of Bristol Community College, please accept our thanks for your willingness to serve as a member of

our _____ Advisory Board.

Volunteers like you bring invaluable expertise and experience as you advise us on the programs we

offer. Your assessments and suggestions on curriculum and other aspects of our programming help us to

ensure that our students graduate with the skills and knowledge employers need.

The Advisory Board assists the chair in the development, oversight and continuous improvement of their area with the following purpose:

- maintaining the currency and alignment of their program or Bristol location with business, industry, and community agencies, as well as with area high schools and baccalaureate degree-granting colleges and universities, among other organizations/entities.
- reviewing the information and providing feedback to the chair on Bristol alumni employed in their field as well as industry standards and needs related to recruitment, curriculum, credentialing and employment. The Advisory Board should help to ensure that curriculum and programming align not only with business and industry needs but also with high school feeder programs and college and university transfer programs.
- connecting the college, especially at Bristol locations, to assist college personnel with outreach to the organizations that the Advisory Board member represents, providing relevant perspective both on short-term goals and long-term goals and objectives.

There are typically two Advisory Board meetings per year, although there may be additional meetings of the Advisory Board or of special working groups as determined by the committee.

You will be receiving information shortly regarding your first meeting. In the meantime, if you have any

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questions, please do not hesitate to contact me, or _____, about your role on the

Advisory Board.

Again, thank you for your willingness to serve in this important role. Your contribution is valued.

Sincerely,

Advisory Board Chair

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Advisory Board

Thank You to Outgoing Member Letter

Insert Date

Insert Inside Address

Dear [Recipient's Name],

On behalf of Bristol Community College, we want to extend our deepest gratitude for your dedicated service and invaluable contributions to our advisory board over the past [number] years.

Your commitment to our mission has been truly inspiring. Your insights, strategic vision, and unwavering support have played a significant role in our growth and success. Whether it was through your thoughtful participation in meetings, your leadership on various initiatives, or your generous guidance during challenging times, you have consistently demonstrated an exceptional level of dedication and professionalism.

As you step down from the advisory board, please know that your impact will be felt for years to come. You have not only helped shape the direction of our organization but have also left an indelible mark on our community and those we serve. We will miss your presence and leadership but are confident that your legacy will endure.

We hope that you will stay connected with us and continue to share in our achievements. You will always be a valued member of the Bristol family.

Thank you once again for your outstanding service and for being an integral part of our journey. We wish you all the best in your future endeavors and look forward to celebrating your future successes.

Sincerely,

Advisory Board Chair