

SAN DIEGO MESA COLLEGE

Classified Senate

Executive Officers

Trina Larson, Ph.D.

Liaison: Outreach, Q, S

President

Yolanda Catano, M.A.

Liaison: LRC 1st-2nd Floors

Vice President

Alan Goodman

Liaison: B, C, D, G, Z, J (Non Fac)

Board Manager

Charlie Lieu, M.Ed.

Liaison: A

Treasurer

Angie Avila, M.S.

Liaison: Admissions, Student Services Administrative Suite

Member at Large

Senators

Johanna Aleman, M.A.

Liaison: DSPS, EOPS, The Stand, STAR

Jennifer Phelps

Liaison: Accounting, Student Affairs, Terrace Café

Marco Chavez

Liaison: J (Facilities)

Leanne Kunkee

Liaison: Animal Health, Exercise Science, MC 2nd, SB

Eva Parrill

Liaison: LRC 3rd-4th Floors

Diana Solares

Liaison: Child Development

Ad Hoc

Naayieli Bravo

Liaison: Financial Aid, SSC 2nd Floor
Communication Director

Jacqueline Collins

Liaison: MC 1st Floor
Executive Liaison

Sahar (Mona) King

Liaison: Math+Science
IE Liaison and Fundraising

Anda McComb

Liaison: MC 1st Floor
Executive Liaison

Olivia Picolla

Liaison: Counseling, TCE
Outreach Director

Danielle Short, JD

AFT Liaison

Brandon Terrell

Evening Liaison

Thursday, September 13, 2018 | 10:00 am – 11:30 am | I4-402

Agenda

1. Call to Order
2. Approval of Minutes
 - a) Aug 9, 2018
3. Welcome/Introductions
4. Executive Board & Senator Reports
 - a) President: Trina Larson
 - SB 1406: Extending the Baccalaureate Pilot
 - IPGG: Institutional Planning & Governance Guide
 - b) Vice President: Yolanda Catano
 - c) Board Manager: Alan Goodman
 - d) Treasurer: Charlie Lieu
 - e) Member at Large: Angie Avila
 - f) Senator Reports
 - g) AFT Liaison: Danielle Short, JD
5. Governance Corner
 - a)
6. Activity Reports/Updates/Activities
 - a) Classified Senate Executive Council Retreat, Aug 30
 - 18-19 Goals, Objectives, Outcomes
 - Annual Calendar/Budget
 - Developing the Member at Large Position
 - CS Handbook
7. New Business
 - a) Liaison Areas: Review and Revise
 - b) Lost Heroes Scholarship
8. Old Business
 - a) Bylaws - Second Read
9. Announcements/Events
 - a) CFT Conference: Westin San Francisco Airport, October 19-21
 - b) Chancellor's Forum: Sept 10, 2:30-3:30, MC-211
 - c) Center for Children: Tuesday December 18th from 4:00pm - 8:00pm.
 - d) BOT Meeting at Mesa: Nov 8, 4:00, MC211 A/B
 - e) Holiday Reception: Dec 4, 11-1, MC211 A/B
10. Roundtable
11. Next Meeting: September 27, 2018, 10-11:30, I4-402
12. Adjournment

The San Diego Mesa College Classified Senate shall represent classified professionals in the governance process and in the life of the college to create an engaged, inclusive, and equitable environment, promoting professional development and inspiring leadership within our diverse community.

For accommodations, please notify Alan Goodman at agoodman@sdccd.edu ten days in advance of scheduled meetings.

San Diego Mesa College
Classified Senate
Meeting Notes

Thursday, August 9, 2018
10:00 a.m. – 11:30 a.m., I4-402

ATTENDEES/ PROXIES	<i>Executive Officers</i>	<i>Ad Hoc Positions</i>
	Trina Larson, President	Naayieli Bravo (absent)
	Yolanda Catano, Vice President	Jacqueline Collins (absent)
	Alan Goodman, Senate Manager	Sahar (Mona) King (absent)
	Charlie Lieu, Treasurer (absent)	Anda McComb
	Angie Avila, Member at Large (absent)	Olivia Picolla (absent)
		Danielle Short
	<i>Senators</i>	Brandon Terrell
	Johanna Aleman	
	Jennifer Phelps	<i>Attendees</i>
	Eva Parrill	
	Diana Solares	
	Marco Chavez (absent)	
	Leanne Kunkee (absent)	
	<i>Emeritus</i>	
	Kathy Fennessey (absent)	

Agenda Item 1: Call to Order:

DISCUSSION	<ul style="list-style-type: none"> The meeting was called to order by Larson at 10:03am
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Agenda Item 2: Review and Approval of Minutes:

DISCUSSION	<ul style="list-style-type: none"> July 19, 2018 minutes – approved with edits <ul style="list-style-type: none"> Updated attendance list List group activities as “solid gold salad bowl” and “question ball”
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ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
<ul style="list-style-type: none"> upload minutes 	<ul style="list-style-type: none"> Alan 	<ul style="list-style-type: none"> Before next meeting

Agenda Item 3: Welcome/Introductions:

DISCUSSION	<ul style="list-style-type: none">Senate members and attendees introduced themselves
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Agenda Item 4: Executive Board & Senator Reports:

DISCUSSION

a) President- Trina Larson

- Executive board will have a retreat in September

b) Vice President- Yolanda Catano

- Pathways retreat this week, very productive and shaping Pathways
- Leadership retreat yesterday, team activity to walk in the shoes of students involving resources, tutoring, LRC, etc.; discussion on challenges that students face

c) Administrator- Alan Goodman

- Website has been updated, new members get picture to Alan

d) Treasurer- Charlie Lieu

Date	Account Summary	
	Checking Account as of 6/25/18	\$2,713.13
	Musician - Check #241 no cashed yet	(\$40)
7/26/18	California Burrito and drinks for Senator Inductions - Check to Charlie Lieu	(\$138.47)
8/6/18	Classified Senate Dues (June 2018)	\$107.00
8/6/18	Classified Senate Dues (July 2018)	\$107.00

Checking Account	\$2,788.66
Primary Savings	\$416.02
Savings	\$56.54
Total	\$3,261.22

Classified Senate School/Foundation	\$590
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- Via Alan – set a dues goal for next year

e) Member at Large- Angie Avila

- No Report

	<p>f) Senator Reports</p> <ul style="list-style-type: none"> Johanna <ul style="list-style-type: none"> Stand will be part of Convocation presentation, focusing on student needs and SD promise Farmers Market on August 23 Stand closed until semester begins due to staffing issues <p>g) AFT Liaison Report- Danielle Short, JD</p> <ul style="list-style-type: none"> AB 1487 passed and coming around – limits the amount of hours that CA employer can work someone out of class – 960 hour limit – only applies when a vacant position is in the process of being recruited (does not count when someone is out on preg leave or other leave) – being regulated by CalPers
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ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
<ul style="list-style-type: none"> Get pictures for website to Alan 	<ul style="list-style-type: none"> new members 	<ul style="list-style-type: none"> asap

Agenda Item 5: Governance Corner:

DISCUSSION	<p>a) Notion of distributive leadership – where we all take leadership within our own spaces regardless of titles, where we share our expertise for the good of the organization</p> <ul style="list-style-type: none"> <i>“A team is not a group of people, a team is a group of people who trust each other.”</i> There is space for all of us to be leaders College leadership are encouraging this. We need to use our privilege to reach out and help increase the voice of others How can we develop the Guided Pathways steering committee and Senate around principles of distributive leadership? SEE ATTACHMENT #1
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Agenda Item 6: Activity Reports/Updates/Activities

DISCUSSION	<p>a) Bylaw First Read</p>
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ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
<ul style="list-style-type: none"> Read bylaws in detail 	<ul style="list-style-type: none"> all 	<ul style="list-style-type: none"> next meeting

Agenda Item 7: New Business

DISCUSSION	<p>a) Liaison Areas: Review and Revise</p> <p>b) Rep for CEL Committee (Parrill)</p> <ul style="list-style-type: none">Looking for rep Campus Employee Learning Committee – Yolanda to send out <p>c) Annual Calendar</p> <ul style="list-style-type: none">Bi-Monthly Coffee <p>d) Convocation Activities</p> <ul style="list-style-type: none">Classified Senate to sit together, take turns taking notes and send out a report to Classified who were not able to make it?Des to have a box for submissions “why you think it is important to be part of the Union”
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ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
<ul style="list-style-type: none">None	<ul style="list-style-type: none">n/a	n/a

Agenda Item 8: Old Business:

DISCUSSION	<p>a) n/a</p>
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ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
<ul style="list-style-type: none">none	<ul style="list-style-type: none">n/a	<ul style="list-style-type: none">n/a

Agenda Item 9: Announcements/Events:

DISCUSSION	<p>a) Convocation: August 16, 2018, 8:00-12:00 Noon</p>
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Agenda Item 10: Roundtable:

DISCUSSION	<ul style="list-style-type: none">n/a
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ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> n/a

Agenda Item 12: Next Meeting:

DISCUSSION	<ul style="list-style-type: none"> September 13, 2018 – 10-11:30am, I4-402
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Agenda Item 13: Adjournment:

DISCUSSION	<ul style="list-style-type: none"> The meeting was adjourned by Larson at 11:32am
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Taken by Alan Goodman, Classified Senate Manager
Submitted by Alan Goodman, Classified Senate Manager
Approved on: _____

DRAFT

ATTACHMENT #1:

From: Ashanti Hands <ahands@sdccd.edu>

Date: Wednesday, August 8, 2018 at 6:00 PM

Subject: 2018 Leadership Retreat: Distributive Leadership Questions

Colleagues,

Below are the set of questions presented during our Distributive Leadership discussion at today's Leadership Retreat.

The full article can be found at: <https://medium.com/enspiral-ales/how-to-grow-distributed-leadership-7f6b25f0361c>

Here are some questions you might ask yourself to continue to develop as a leader in a bossless environment.

- How is power operating? If someone tried to step in to leadership here, is there room for them to grow? Does everyone have equal opportunity to participate?
- What power am I holding? Can I distribute it? Can I use it to invite a critique of power, in case those without power aren't being heard?
- Am I taking care of myself, so I can be happy, balanced, and productive? Do I have self-awareness? What do I need to learn?
- In a given situation, do I want to work on my own, collaborate, follow, or lead? Can I see how to make my most valuable contribution?
- Am I doing a good job supporting others? Am I creating team dynamics and opportunities that help them do their best work?
- Who is showing leadership around me? Am I noticing it and learning from it, even if it looks quite different from my own style?
- Do I know when to step in, and when to step back? Am I building systems that don't depend on me directly?
- Am I thinking long-term about growing leadership in my environment? Am I investing in the leadership development of others?
- Is my work progressing meaningful questions? Am I contributing to the collective conversation about leadership evolution?

Best,

Ashanti

Dr. Ashanti Hands

Vice President, Student Services

Creating conditions that matter for our students to succeed!

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WE ARE *Mesa*
The Leading College of Equity and Excellence



Enabling Change

10 Principles to Move Your School Toward Distributive Leadership



Nicole Assisi
Founder & CEO Thrive
Public Schools in San
Diego, CA

March 5, 2015

Topics

Leadership

Staffing

Enabling Change

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Giving up control is the key to finding success as a leader, teacher and even parent in a blended school. First and foremost, you must trust the people around you.

The most intimidating part of leading and teaching in a blended learning school is not the technology. It is not the data crunching, either.

In fact, the scariest part of blending and personalizing learning is **giving up control**.

Giving up control is the key to finding success as a leader, teacher and even parent in a blended school. First and foremost, you must trust the people around you. For teachers, that means giving the right tools to students, and then trusting students to drive their learning. Parents must trust in this new paradigm for learning and trust in the school leaders.

We shouldn't be so worried about making mistakes—rather we should use them as stepping stones to greater learning and increased success.

But administrators may have the trickiest part to play—they must share the leadership role, and trust “their people”—their students, teachers, parents. This distributed leadership approach is a collaborative effort undertaken between people who trust and respect each other’s contributions. By using principles of distributed leadership, school administrators can empower people to make great decisions, learn from mistakes and reach new heights.

Here are my 10 guiding principles for blended learning schools moving to a distributive leadership structure. (They’re inspired by the awesome leaders and colleagues with whom I share this work!)

1. Remember: Everyone is a Novice & an Expert

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Resist the urge to make some people knowers and other people learners. Everyone has something to learn, and everyone has something to contribute. Make this clear to all on the team and remind them often of this *fact*.

2. Embrace ALL Parts of Entrepreneurship

Educators love the idea of fostering entrepreneurship, but often forget that part of being an entrepreneur involves making mistakes. Taking leadership risks that sometimes end in failure is a natural way of learning to do better and reaching new heights. In fact, when you get something right, one brain synapse fires; but when you get something wrong, TWO synapses fire. So we shouldn't be so worried about making mistakes—rather we should use them as stepping stones to greater learning and increased success.

3. Know the Vision & Share it Often

If people know where they are going, how they get there is irrelevant. Like a flight to Italy—you don't really care what flight plan the pilot makes, just as long as you land there. Allow your teachers to create their own flight plans, but make sure often that YOU KNOW and THEY KNOW where they're landing! At our school, we spend over a week talking about our vision; we then spend another week and a half mapping our path. People can map their own path once they are crystal clear about where they are headed.

4. Give People Voice and Choice

The choice on how to arrive at a location (see above) is vital to people truly believing in their work. If you have set the vision clearly, then people will choose whatever path is best for them and for students. Trust them to do so and check in on to find out what they need. When checking in, make sure you hear all voices. Giving “voice” doesn't mean every decision is democratic, but it does mean that *everyone gives input and all input is valuable*. Ask yourself, “Have I heard from everyone?” If not, figure out a way to get more voices—or find out why folks aren't talking!

5. Create Systemic Autonomy

To build autonomy and empower your team, you must have systems in place that support self-direction. Autonomy done well is not careless; it is thoroughly thought out, intentional and sustained by the structured and systems you create. For example, rotate leadership responsibilities, like facilitating a school-wide meeting, so every person gets a chance to set the agenda and take responsibility for the conversation about the school and its needs. Another system might be setting up

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budget line items for each staff member. By giving some budget control to individual team members, they have the opportunity to buy what they need when they need it. Trusting that your staff knows what the organization needs empowers them, builds autonomy AND distributes the leadership in the school community.

6. Hire Well

Don't ever shortcut hiring! You are creating a team—get everyone involved—staff, parents, and students. Including all stakeholders in the hiring process ensures a shared responsibility and commitment to the school vision. Dynamics and culture will make or break specific projects. (If you want to know why, see number 4.)

7. Get Out of the Way: Don't Micromanage!

Teachers are entrusted with the lives of children every day—a task none of us takes lightly. We expect them to protect, teach, and care for kids, so why is it so challenging to trust them with other decision-making responsibilities? As leaders, we must let our teachers step up, take control, make mistakes, course-correct and manage their classroom budgets accordingly. We trust them with children; the other things are small in comparison!

8. Allow Opportunities for Assessment

A big part of distributing leadership means checking in, evaluating, reflecting and assessing. We do this naturally with students, but often forget to do so with adults. Reflecting on strengths and finding opportunities to growth can happen often and with a kind-but-discerning eye on school vision and student success. Self-assessment, 360-degree evaluations and feedback cycles are all part of assuring that people are doing what they can and are receiving the support they need.

9. Focus on Skill & Will

Help people on your team find their passion and make their mark. Provide training and opportunities, create individualized professional development plans and create plenty of instances for stakeholders to share their expertise. Building a team of passionate experts is an intentional and ongoing project.

10. Celebrate Small Victories

Make success—big and small—*visible* and *irresistible*. People want to be recognized for their great work (even when they say they don't). And by celebrating great work publicly, you will attract people to the success party (and the school). Everyone likes to be on a winning team, we all want to do what is best for kids, so make all of the great things that are working public!

This article would not have been possible without inspiration from my fellow innovation leaders (and NGLC grant recipients) Oliver Sicat, Liz Arney and Jonathan Tiongco. Thanks for letting your brilliance rub off on me.

Learn More

K-12 Roundup of Tools and Resources: Distributed Leadership (<https://www.nextgenlearning.org/articles/k-12-roundup-of-tools-and-resources-distributed-leadership>) - Every day, teachers do the hard work of facilitating and supporting student learning. Teacher leadership has a wide and positive impact on students in schools that deeply value and build systems of shared, distributed leadership.

The Importance of Social Emotional Learning in K-12 Education (<https://www.nextgenlearning.org/articles/the-importance-of-social-emotional-learning-in-k-12-education>) - Also by Nicole Assisi. To build the skills needed for students to *thrive* in a blended learning environment, Thrive educators focus on Fostering Student Voice, Building Resilience, Generating Self Advocacy, and Teaching Self-Regulation. In short, socially and emotionally robust kids.

5 Best Practices for Reimagining Professional Learning This Year (<https://www.nextgenlearning.org/articles/5-best-practices-for-reimagining-professional-learning-this-year-1>) - How do we position aspiring next gen educators to be successful? Mirror next gen learning for students, position educators as agents of change, and enable educators to direct their learning.

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Nicole Assisi

Founder & CEO, Thrive Public Schools

Dr. Nicole Assisi is an accomplished school developer and leader in 21st century learning innovations. She was a founding leader at Camino Nuevo and Da Vinci Schools. Nicole taught school leadership at UCLA and CSUDH. Most recently Nicole launched Thrive Public Schools, a new breakthrough Charter Management Organization serving as a model for personalized, project-based, social emotional learning.

@DocAssisi (<https://twitter.com/DocAssisi>)

<http://www.thriveps.org/> (<http://www.thriveps.org/>)

Read More About Enabling Change

SEE MORE (</RESOURCES?CHALLENGE=11#RESOURCES>)

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Bylaws Committee

Changes and Recommendations

August 2018

Summary of Changes

- Splits Bylaws into two separate documents: Bylaws and Constitution
- Changes various sections from numbering/alpha formats to section numbers (i.e. A to section 1.1) to allow for easier section reference in other documents like minutes and reports.
- Changes the title of "Secretary" to "Senate Manager".
- Eliminates the position of "President Electe" (to end at the current administration June 30, 2019)
- Adds two non-voting members titled: "Immediate Past President", "AFT Liaison"
- Adds the ability for the President to create "Ad Hoc Positions" with the ratification of 2/3 votes from the voting membership.
- Moves the Name, Purpose, Membership, and Amendments sections from Bylaws to Constitution.
- Replaces "classified employees" with "classified professionals".

Changes to Bylaws Only

- Defines rules of new non-voting member positions
- Stipulates for Senator positions only, when a Senator seat becomes vacant due to circumstances defined in Section 4.3 of the bylaws, the President can appoint someone from the membership to the vacant seat with ratification of a majority of the voting membership without conducting a special election to fill the seat.
- Changes the terms of Senators from 1 year to 2 years.
- Adds the requirement that prospective Senate presidents obtain ten constituent signatures to be placed on the ballot.
- Adds the provision for a three-month interim assignment for the president or vice president positions, should no candidates come forward to fill these roles.
- Adds a section on financials, including dues, fundraising, funding for the Executive Board, and donations.

Changes to Constitution Only

- Allows the President to choose the parliamentary procedure for their administration between Robert's Rule of Order or a Consensus Vote with ratification by 2/3 of the voting membership.
- Updates the Purpose.

SAN DIEGO MESA COLLEGE
CLASSIFIED SENATE

CONSTITUTION

Article I:- Name

- 1.1 The name of this organization shall be the Classified Senate of San Diego Mesa College ("Senate").

Article II: Purpose

- 2.1 The Classified Senate shall represent all classified employees-professionals of San Diego Mesa College within the shared governance structure and decision-making process of the College. The purpose includes, but is not limited to the following:

A. Provide the classified professionals with a participatory voice in shared governance supporting the Mesa's mission, vision and core values, and participation in the initiation, development, and evaluation of District policy, and procedures

A.B. To represent the issues and concerns of classified employees-professionals in all aspects of governance and decision-making on matters that are not related to collective bargaining and contract negotiations.

B.C. To support the professionalism of classified employees-professionals.

C.D. To encourage individual leadership, contribution, and development among the members of classified employees-professionals.

D.E. To make informed classified employees-professionals available for decision-making within the democratic processes of Mesa College and the San Diego Community College District.

E.F. To provide a centralized method of communicating between classified employees-professionals and other areas of the College.

F.G. To collect and disseminate information of interest to classified employees-professionals.

G.H. To represent the interest of the classified staff in all matters before any policy making committee or governing body of the College.

Article III: Memberships

- 3.1 The San Diego Mesa College Classified Senate shall consist of all classified employees-professionals. The voting members of the Senate shall be the Executive officers and elected Senators. For the purpose of this constitution, the term "Classified Professionals" shall mean employees designated by the district to be contract-classified employees including positions that have been designated confidential and supervisory.

- 3.2 The Classified Senate shall consist of:

A. Voting Members

1. The Executive Council

- a. President
- b. Vice President
- c. Secretary Senate Manager
- d. Treasurer
- e. Member at Large [Title – need for position]
- f. ~~President-Elect~~ [DES1]

2. Senators

- a. Administrative Services (2)
- b. Instruction (2)
- c. Student Services (2)
- d. Executive Offices (1)

B. Non-Voting Members

- 1. Immediate Past President
- 2. AFT Liaison
- 3. Ad Hoc Positions (e.g., Outreach, Evening, Communications, Social Media, Elections)

3.3 Elections for these offices shall be held in accordance with the specific provisions of the bylaws of this constitution.

3.4 Appointment to office must follow the procedures set forth in the bylaws of this constitution and current policies and procedures of the Classified Senate.

3.5 Vacancies in office must follow the procedures set forth in the bylaws of this constitution and current policies and procedures of the Classified Senate.

3.6 President Elect position will expire June 30, 2019.

Article IV: Bylaws

4.1 All matters not covered in this Constitution and those matters requiring further interpretation or elaboration shall be referred to the By-~~l~~aws.

Article V: Parliamentary Procedure

5.1 Unless otherwise specified in the By-~~l~~aws, Robert's Rules of Order or Consensus Vote shall apply at all Senate meetings as proposed by the incoming President and ratified by a super majority of the voting membership-

Article VI: Amendments

6.1 Amendments to this constitution shall be approved only at a regular Senate meeting of the Classified Senate and by a two-third's vote of the members present.

6.2 Amendments to the bylaws may be enacted, rescinded, or amended only at a regular meeting of the Classified Senate and by a two-thirds vote of the members present.

SAN DIEGO MESA COLLEGE
CLASSIFIED SENATE

BYLAWS

I. Constitution

- 1.1 All matters not covered in this Bylaws and those matters requiring further interpretation or elaboration shall be referred to the Constitution.

II. DUTIES AND RESPONSIBILITIES THE SENATE

- 2.1 Duties include but are not limited to:

The Senate shall be included in all appropriate committees, councils, advisory groups and other structures in order to participate in the formulation and development of matters which impact classified professionals.

- 2.2 Responsibilities include but are not limited to:

- a) Requesting, collecting and disseminating information of interest to classified professionals.
- b) Considering all non-bargaining issues and policies affecting classified professionals.
- c) Selecting a classified professionals to appear before the Board of Trustees to express the Senate's views.

III. SENATORS

- 3.1 Senators shall be selected for a two year term.
- 3.2 Each representational area, as defined in section 3.2(A)(2) of the Constitution, shall select its representative(s) to the Senate. Newly selected Senators shall be seated in July.
- 3.3 The Senate President may declare vacant the seat of any Senator who is unable to complete the term of office, or who is absent for three consecutive meetings without sending a substitute, or who becomes ineligible to hold membership in the Senate. The Senate Secretary shall notify the representational area upon declaration of vacancy.
- 3.4 If a senator seat becomes vacant under conditions delineated in section 4.3, the vacancy shall be filled by appointment by the President from among the membership subject to ratification by a majority vote of the voting members defined in Section 3.2(A) of the Constitution.
- 3.5 A representational area may recall and replace its Senator under guidelines established within the area. The newly selected representative shall complete the remaining original term of office.
- 3.6 Senators who cannot attend a meeting shall be represented by another classified employee from the same area. The designee will have full rights and privileges of a Senator during that Senate meeting. The designee shall inform the Senate Secretary of the change before the meeting begins.
- 3.7 Senators shall attend all regular and special meetings of the Senate. All Senators shall be eligible for and should anticipate appointment to at least one District, College or Classified Senate standing or ad hoc committee per academic year.
- 3.8 Senators shall be the communicator between the Senate and their representational areas.

IV. EXECUTIVE COUNCIL

- 4.1 The Executive Council shall consider such matters that fall within the jurisdiction of the Senate and present them to the Senate.
- 4.2 The Executive Council shall consist of the following offices:
 - President
 - Vice President
 - Senate Manager
 - Treasurer
 - Member-at-Large
- 4.3 All permanent classified contract staff that have passed probation are eligible to run for any office. Contract staff with probationary status are ineligible for office until permanent status has been achieved.

All Executive Council members shall be selected for a two-year term.
- 4.4 No person may hold more than one elected position on the Executive Council at the same time.
- 4.5 Executive Council members may be elected for two consecutive terms in the same office and are eligible to serve in the same capacity after six years have elapsed from the date they left office.
- 4.6 In the event the office of the President becomes vacant, it shall be assumed by the Vice President. In the event that the Vice President is unable to accept the position, a special election shall be held.
- 4.7 In the event vacancies occur in executive positions other than the Presidency and/or the Immediate Past President, a special election shall be held.
- 4.8 In the event of a no confidence vote in an executive officer, the Executive Council shall hold a special meeting of the Senate, to be held within 30 days.

V. ELECTION OF EXECUTIVE COUNCIL AND SENATORS

- 5.1 During the first week of April, the Committee on Elections shall place a call for nominations for the open Executive Officer positions to classified professionals. unless the first week of April is designated by the District as Spring Break. In this case, the call will go out the following week.
- 5.2 The Committee on Elections shall consider all names submitted to it by the last working Monday in the month of April and shall verify eligibility and willingness of the nominees to serve.5.3 Election of the Executive Officers and Senators will take place during the first week in May.
- 5.4 The Committee on Elections shall prepare ballots and conduct the election according to procedures which it may establish.
- 5.5 Election results shall be reported at once to the Executive Council, who shall immediately publish them to all classified professionals and appropriate administrative offices. The Executive Council shall cause them to become part of the records of the Senate.
- 5.6 If a special election is required, the Committee on Elections shall convene to conduct the special election.
- 5.7 Prospective candidates for the position of president must obtain ten signatures of classified members, as defined by Article III of the Constitution, and submit them to the chair of the Committee on Elections by the last working Monday in the month of April.
- 5.8 To ensure orderly and continuous executive representation, the Senate by a 2/3 majority of voting members can appoint an individual or individuals to serve in the position(s) of President and/or Vice President for a

period of three months if no candidate(s) can be secured by the last working Monday in the month of April, so that the Senate can recruit potential candidates.

VI. EXECUTIVE COUNCIL RESPONSIBILITIES

6.1 President shall:

- a) Serve for a two-year term.
- b) Prepare the agenda and preside over all Senate meetings or appoint a designee from the Executive Council to do so.
- c) Attend President's Cabinet and District Governance Council meetings or assign a designee to attend. At the Classified Senate President's discretion, attend District Board of Trustee meetings.
- d) Be responsible for maintaining lines of communication with all relevant bargaining units, the Statewide Classified Senate and all other appropriate organizations.
- e) Serve as a voting member of the Executive Council.
- f) Be responsible for consulting with the Senate, appointing classified professionals to represent the Senate on College and District committees and ensuring adequate and equitable rotation on committees.
- g) Keep the Senate informed of the status of classified representation on all committees.
- h) Maintain records, materials, contacts and any other information necessary for ongoing operations, and will provide these items at the end of their term as President to ensure an orderly transition to the next President.
- i) Perform such other duties as may be specified by the Senate.

6.2 Vice President shall:

- a) Serve for a two-year term.
- b) Serve as a voting member of the Executive Council.
- c) Act in the absence of the President and assume the office in the event that the President cannot complete his/her term.
- d) Be responsible for consulting with the Senate, appointing classified professionals to represent the Senate on College and District committees and ensuring adequate and equitable rotation on committees.
- e) Keep the Senate informed of the status of classified representation on all committees.

6.3 Senate Manager shall:

- a) Serve for a two-year term.
- b) Serve as a voting member of the Executive Council.
- c) Issue calls to meetings, publish agendas, keep appropriate records, and publish minutes of all meetings of the Senate and any general meetings of classified professionals.
- d) Conduct all routine correspondence pertaining to this office, including advance notification to classified professionals of all activities in addition to business meetings.

6.4 Treasurer shall:

- a) Serve for a two-year term.
- b) Serve as a voting member of the Executive Council.
- c) Collect, deposit, and distribute funds as approved by the Senate.
- d) Maintain all fiscal records according to approved accounting practices.
- e) Submit a monthly balance statement and a quarterly report to the Senate for approval and inclusion in official Senate records.

6.6 Member-at-Large shall:

- a) Serve for a two year term.
- b) Serve as a voting member of the Executive Council.
- c) Represent the Senate, as the Senate may direct.
- d) Assist the Senate with all fundraising activities.
- e) Serve as the Senate President's designee as needed.

VII. Non-Voting Senate Members

7.1 Immediate Past President:

- a) Immediate Past President serves for a sixth month term from July 1 to December 31 immediately following term as President.
- b) This position serves in an advisory role to the President and the Senate.
- c) In the event the office of the Immediate Past President becomes vacant, it shall remain so until such time as it is filled by an outgoing President.

7.2 AFT Liaison:

- a) Position shall be filled by current AFT president or designee.

7.3 Ad Hoc Senate Members:

- a) Ad hoc position(s) will be filled by the President as necessary to meet the needs of the Senate.
- b) Ad hoc position(s) will be appointed by the President and ratified by a majority of the voting membership.
- c) Necessity for ad hoc position(s) will be determined by the President at the beginning of each term and ratified by a majority of the voting membership.

VIII. FINANCIALS

8.1 Dues

- a) The Senate may call upon its members for payment of dues; however, dues are not to be considered a condition of eligibility for membership in the Senate.
- b) The collection of dues may be accomplished through campaign(s) approved a simple majority of the Senate.
- c) The Senate shall establish, by vote of the Senators present at its first meeting in July, the amount for voluntary dues.
- d) Dues may be used to fund Senate scholarships, classified professional development, and other Senate related activities as approved by a simple majority of the voting membership.

8.2 Fundraising

- a) The Senate may conduct periodic fundraisers to support Senate scholarships, classified professional development, and other Senate related activities as approved by a majority of the voting membership.

8.3. Funding Distribution for the Executive Board

- a) If funding becomes available to recognize the additional duties required of Classified Senate Executive Council members, the funding will be distributed as follows:
 - President: 42%
 - Vice President: 25%
 - Senate Manager, Treasurer, and Member at Large: 11% each

8.4 Donations

- a) Donations received by the Senate for specific purposes shall be read into and recorded in the subsequent meeting minutes by the Treasurer. The minutes shall include the amount, the specific purpose, and the terms and conditions under which the funding can be alternatively be used and may be memorialize in a written document to be stored with the minutes. If the donation is anonymous, the name of the donor will be disclosed to the President and Treasurer with the intent that this information be confidentially passed on to future presidents and treasurers.

IX. MEETINGS

- a) Senate meetings shall be held monthly with the exception of the months that fall within the summer semester or as needed. The day and time shall be arranged by the incoming Executive Council.
- b) The Senate considers participation in all its activities to be official business.
- c) The Senate may call general classified employee meetings to discuss issues, when necessary.
- d) Official meetings of the Senate shall consist of a quorum of one third (1/3) of the voting members present at the meeting.
- e) A list of all Senate meetings shall be made public.
- f) Decisions shall be made by consensus unless a vote is called for by a voting member of the Senate ratified by two third of the remaining voting membership.
- g) Official minutes of each Senate meeting for the last twelve months shall be kept professionals on the Classified Senate website.
- h) Senators who cannot attend a meeting shall be represented by another classified employee from the same area. The designee will have full rights and privileges of a Senator during that Senate meeting. The designee shall inform the Senate Manager of the change before the meeting begins.

X. COMMITTEES

- a) Classified employee's membership on all Senate and shared governance committees shall be by open recruitment from the entire classified population.
- b) Any change in classified employee membership on any committee shall be immediately reported to the Vice President.
- c) The Senate shall establish permanent, and when appropriate, ad hoc committees to assist in the development and implementation of policies and procedures relating to classified professionals and to the operation and educational matters of the College.
- d) Standing committees shall be established by the Senate. Such committees shall be formed for special purposes and shall be of short duration. Reports of committee meetings shall be given at each Senate meeting.
- e) Ad hoc committees may be established by the Senate. Such committees shall be formed for special purposes and shall be of short duration. Reports of committee meetings shall be given at each Senate meeting.

- f) Ad hoc committees can be dissolved by the approval of the Senate upon the completion of its assignment.

XI. ELECTIONS

The Committee on Elections shall:

- a) Consist of five (5) members recruited by the Executive Council, at least one of whom shall be chosen from current Senators.
- b) Select its Chairperson from the membership.
- c) Be responsible for the elections of the Executive Officer and Senator positions.
- d) Resolve cases of doubt as to eligibility for election to any office, membership in the Senate, or membership status in the electorate.
- e) Issue a second call for nominations in cases where only one qualified nominee has been determined.
- f) Be responsible for filling Executive Council vacancies, following the procedures set forth in these bylaws.
- g) If requested, administer an election using secret ballots, and reports the results to the Executive Council or the Senate.
- h) Devise procedures, supervise and administer all elections of the Senate.

Date of Revision: 5/19/2004

Date of Revision: 7/18/2008

Date of Revision: 8/9/2018

SAN DIEGO MESA COLLEGE
CLASSIFIED SENATE

BYLAWS

I. NAME

~~The name of this organization shall be the Classified Senate of San Diego Mesa College.~~

II. PURPOSE

~~The Classified Senate shall represent all classified employees of San Diego Mesa College within the shared governance structure and decision-making process of the College. The purpose includes, but is not limited to the following:~~

- ~~A. To represent the issues and concerns of classified employees in all aspects of governance and decision-making on matters that are not related to collective bargaining and contract negotiations.~~
- ~~B. To support the professionalism of classified employees.~~
- ~~C. To encourage individual leadership, contribution, and development among the members of classified employees.~~
- ~~D. To make informed classified employees available for decision-making within the democratic processes of Mesa College and the San Diego Community College District.~~
- ~~E. To provide a centralized method of communicating between classified employees and other areas of the College.~~
- ~~F. To collect and disseminate information of interest to classified employees.~~
- ~~G. To represent the interest of the classified staff in all matters before any policy making committee or governing body of the College.~~

III. MEMBERSHIP OF CLASSIFIED SENATE

~~The San Diego Mesa College Classified Senate shall consist of all classified employees. The voting members of the Senate shall be the Executive officers and elected Senators.~~

IV. I. Constitution

1.1 All matters not covered in this Bylaws and those matters requiring further interpretation or elaboration shall be referred to the Constitution.

DUES AND FUNDRAISING

- ~~A. 2.1 The Senate may call upon its members for payment of dues; however, dues are not to be considered a condition of eligibility for membership in the Senate.~~
- ~~B. 2.2 Collection of dues may be accomplished by an annual written reminder.~~
- ~~C. 2.3 The Senate shall establish, by vote of the Senators present at its first meeting in July, the amount for voluntary dues.~~

V. III. DUTIES AND RESPONSIBILITIES THE SENATE

A. 23.1 Duties include but are not limited to:

The Senate shall be included in all appropriate committees, councils, advisory groups and other structures in order to participate in the formulation and development of matters which impact classified ~~employees~~ professionals.

B. 23.2 Responsibilities include but are not limited to:

1-a) Requesting, collecting and disseminating information of interest to classified ~~employees~~ professionals.

2-b) Considering all non-bargaining issues and policies affecting classified ~~employees~~ professionals.

3-c) Selecting a classified ~~employee~~ professionals to appear before the Board of Trustees to express the Senate's views.

VIII. IV. ELECTORATE SENATORS

A. 34.1 Senators shall be selected for a ~~one~~ two year term.

B. 34.2 Each representational area, as defined in ~~section III of these Bylaws~~ section 3.2(A)(2) of the Constitution, shall select its representative(s) to the Senate. Newly selected Senators shall be seated in July.

C. 34.3 The Senate President may declare vacant the seat of any Senator who is unable to complete the term of office, or who is absent for three consecutive meetings without sending a substitute, or who becomes ineligible to hold membership in the Senate. The Senate Secretary shall notify the representational area upon declaration of vacancy.

34.4 If a senator seat becomes vacant under conditions delineated in section 4.3, the vacancy shall be fill by appointment by the President from among the membership subject to ratification by a majority vote of the voting members defined in Section 3.2(A) of the Constitution.

D. 34.5 A representational area may recall and replace its Senator under guidelines established within the area. The newly selected representative shall complete the remaining original term of office.

E. 34.6 Senators who cannot attend a meeting shall be represented by another classified employee from the same area. The designee will have full rights and privileges of a Senator during that Senate meeting. The designee shall inform the Senate Secretary of the change before the meeting begins.

F. 34.7 Senators shall attend all regular and special meetings of the Senate. All Senators shall be eligible for and should anticipate appointment to at least one District, College or Classified Senate standing or ad hoc committee per academic year.

G. 34.8 Senators shall be the communicator between the Senate and their representational areas.

VIII. IV. EXECUTIVE COUNCIL ~~SENATE OFFICERS~~

45.1 The Executive Council shall consider such matters that fall within the jurisdiction of the Senate and present them to the Senate.

A. 45.2 The Executive Council shall consist of the following offices:

- President
- Vice President
- ~~Secretary~~ Senate Manager

- Treasurer
- Member-at-Large
- ~~President-Elect—six month term as a non-voting member during appropriate year.~~

~~The President-Elect shall be a six (6) month term commencing on July 1 and terminating December 31 of the appropriate year prior to commence the two year term of President on January 1.~~

~~The Immediate Past President office will expire on June 30, 2009.~~

- B. 45.3 All permanent classified contract staff that have passed probation are eligible to run for any office. Contract staff with probationary status are ineligible for office until permanent status has been achieved.

All Executive Council members shall be selected for a two year term.

- C. 45.4 No person may hold more than one elected position on the Executive Council at the same time.

- D. 45.5 Executive Council members may be elected for two consecutive terms in the same office and are eligible to serve in the same capacity after six years have elapsed from the date they left office.

- E. 45.6 In the event the office of the President becomes vacant, it shall be assumed by the Vice President. In the event that the Vice President is unable to accept the position, a special election shall be held.

- F. 45.7 In the event vacancies occur in executive positions other than the Presidency and/or the Immediate Past President, a special election shall be held.

- G. 45.8 ~~In the event the office of the Immediate Past President becomes vacant, it shall remain so until such time as it is filled by an outgoing President.~~

- H. 45.9 In the event of a no confidence vote in an executive officer, the Executive Council shall hold a special meeting of the Senate, to be held within 30 days.

VIII VI. ELECTION OF ~~SENATE OFFICERS~~ EXECUTIVE COUNCIL AND SENATORS

- A. 56.1 During the first week of April, the Committee on Elections shall place a call for nominations for the open Executive Officer positions to classified ~~employees~~professionals. unless the first week of April is designated by the District as Spring Break. In this case, the call will go out the following week.

- B. 56.2 The Committee on Elections shall consider all names submitted to it by the last working Monday in the month of April and shall verify eligibility and willingness of the nominees to serve.

- C. 56.3 Election of the Executive Officers and Senators will take place during the first week in May.

- D. 56.4 The Committee on Elections shall prepare ballots and conduct the election according to procedures which it may establish.

- E. 56.5 Election results shall be reported at once to the Executive Council, who shall immediately publish them to all classified ~~employees~~professionals and appropriate administrative offices. The Executive Council shall cause them to become part of the records of the Senate.

56.6 If a special election is required, the Committee on Elections shall convene to conduct the special election.

5.7 Prospective candidates for the position of president must obtain ten signatures of classified members, as defined by Article III of the Constitution, and submit them to the chair of the Committee on Elections by the last working Monday in the month of April.

5.8 To ensure orderly and continuous executive representation, the Senate by a 2/3 majority of voting members can appoint an individual or individuals to serve in the position(s) of President and/or Vice President for a period of three months if no candidate(s) can be secured by the last working Monday in the month of April, so that the Senate can recruit potential candidates.

F.

~~IX VII.~~ SENATE OFFICERSEXECUTIVE COUNCIL RESPONSIBILITIES

~~A.~~ 67.1 President shall:

- a) Serve for a two year term.
- b) Prepare the agenda and preside over all Senate meetings or appoint a designee from the Executive Council to do so.
- c) Attend President's Cabinet and District Governance Council meetings or assign a designee to attend. At the Classified Senate President's discretion, attend District Board of Trustee meetings.
- d) Be responsible for maintaining lines of communication with ~~{all relevant bargaining units}~~, the Statewide Classified Senate and all other appropriate organizations.
- e) Serve as a voting member of the Executive Council.
- f) Be responsible for consulting with the Senate, appointing classified employeesprofessionals to represent the Senate on College and District committees and ensuring adequate and equitable rotation on committees.
- g) Keep the Senate informed of the status of classified representation on all committees.
- g)h) Maintain records, materials, contacts and any other information necessary for ongoing operations, and will provide these items at the end of their term as President to ensure an orderly transition to the next President.
- h)i) Perform such other duties as may be specified by the Senate.

~~B.—~~ President Elect shall:

- ~~a) — Serve as Classified Senate President Elect for 6 months (July 1 — December 31) during the appropriate year after being certified the election winner of the position of Classified Senate President by the Classified Senate Election Committee on Elections.~~
- ~~b) — Job shadow the Classified Senate President~~
- ~~c) — Attend Classified Executive Council meetings as a non-voting member.~~
- ~~d) Assume the office of Classified Senate President on January 1 of the following year.~~

~~C.~~ 67.2 Vice President shall:

- a) Serve for a two year term.
- b) Serve as a voting member of the Executive Council.
- c) Act in the absence of the President and assume the office in the event that the President cannot complete his/her term.
- d) Be responsible for consulting with the Senate, appointing classified employeesprofessionals to represent the Senate on College and District committees and ensuring adequate and equitable rotation on committees.
- e) Keep the Senate informed of the status of classified representation on all committees.

~~D.~~ 67.3 ~~Secretary~~ Senate Manager shall:

- a) Serve for a two year term.
- b) Serve as a voting member of the Executive Council.
- c) Issue calls to meetings, publish agendas, keep appropriate records, and publish minutes of all meetings of the Senate and any general meetings of classified employeesprofessionals.

- d) Conduct all routine correspondence pertaining to this office, including advance notification to classified employees professionals of all activities in addition to business meetings.

E. 67.4 Treasurer shall:

- a) Serve for a two year term.
- b) Serve as a voting member of the Executive Council.
- c) Collect, deposit, and distribute funds as approved by the Senate.
- d) Maintain all fiscal records according to approved accounting practices.
- e) Submit a monthly balance statement and a quarterly report to the Senate for approval and inclusion in official Senate records.

F. 67.5 Immediate Past President shall:

- a) Serve for a two year term.
- b) Serve as a voting member of the Executive Council.
- c) Serve the President and the Senate in an advisory capacity. (this office will expire on June 30, 2009)

G. 67.6 Member-at-Large shall:

- a) Serve for a two year term.
- b) Serve as a voting member of the Executive Council.
- c) Represent the Senate, as the Senate may direct.
- d) Assist the Senate with all fundraising activities.
- e) Serve as the Senate President's designee as needed.

VIII. Non-Voting Senate Members

78.1 Immediate Past President:

- a) Immediate Past President services for a sixth month term from July 1 to December 31 immediately following term as President.
- b) This position serves in an advisory role to the President and the Senate.
- c) In the event the office of the Immediate Past President becomes vacant, it shall remain so until such time as it is filled by an outgoing President.

78.2 AFT Liaison:

- a) Position shall be filled by current AFT president or designee.

78.3 Ad Hoc Senate Members:

- b) Ad hoc position(s) will be filled by the President as necessary to meet the needs of the Senate.
- c) Ad hoc position(s) will be appointed by the President and ratified by a majority of the voting membership.
- d) Necessity for ad hoc position(s) will be determined by the President at the beginning of each term and ratified by a majority of the voting membership.

VIII. FINANCIALS

8.1 Dues

- 8.1.A. The Senate may call upon its members for payment of dues; however, dues are not to be considered a condition of eligibility for membership in the Senate.

- 8.2.A. The collection of dues may be accomplished through campaign(s) approved a simple majority of the Senate.

- 8.3.A. The Senate shall establish, by vote of the Senators present at its first meeting in July, the amount for voluntary dues.

8.4.A. Dues may be used to fund Senate scholarships, classified professional development, and other Senate related activities as approved by a simple majority of the voting membership.

8.2 Fundraising

8.2.A. The Senate may conduct periodic fundraisers to support Senate scholarships, classified professional development, and other Senate related activities as approved by a majority of the voting membership.

8.3. Funding Distribution for the Executive Board

8.3.A. If funding becomes available to recognize the additional duties required of Classified Senate Executive Council members, the funding will be distributed as follows:

- President: 42%
- Vice President: 25%
- Senate Manager, Treasurer, and Member at Large: 11% each

8.4 Donations

8.4.A. Donations received by the Senate for specific purposes shall be read into and recorded in the subsequent meeting minutes by the Treasurer. The minutes shall include the amount, the specific purpose, and the terms and conditions under which the funding can be alternatively be used and may be memorialize in a written document to be stored with the minutes. If the donation is anonymous, the name of the donor will be disclosed to the President and Treasurer with the intent that this information be confidentially passed on to future presidents and treasurers.

XIX. MEETINGS

- A. 9.1 Senate meetings shall be held monthly ~~with the exception of the months that fall within the Summer semester~~ -or as needed. The day and time shall be arranged by the incoming Executive Council.
- B. 9.2 The Senate considers participation in all its activities to be official business.
- C. 9.3 The Senate may call general classified employee meetings to discuss issues, when necessary.
- D. 9.4 Official meetings of the Senate shall consist of a quorum of one third (1/3) of the voting members present at the meeting.
- E. 9.5 A list of all Senate meetings shall be made public.
- F. 9.6 Decisions shall be made by consensus unless a vote is called for by a voting member of the Senate ~~ratified by two third of the remaining voting membership.~~
- G. 9.7 Official minutes of each Senate meeting ~~for the last twelve months~~ shall be kept ~~and distributed to all classified employees~~ professionals on the Classified Senate website.
- H. 9.8 Senators who cannot attend a meeting shall be represented by another classified employee from the same area. The designee will have full rights and privileges of a Senator during that Senate meeting. The designee shall inform the Senate Manager ~~Secretary~~ of the change before the meeting begins.

XI. COMMITTEES

- A. 10.1 Classified employee's membership on all Senate and shared governance committees shall be by open recruitment from the entire classified population.

- ~~B.~~ 10.2 Any change in classified employee membership on any committee shall be immediately reported to the Vice President.
- ~~C.~~ 10.3 The Senate shall establish permanent, and when appropriate, ad hoc committees to assist in the development and implementation of policies and procedures relating to classified ~~employees~~professionals and to the operation and educational matters of the College.
- ~~D.~~ 10.4 Standing committees shall be established by the Senate. Such committees shall be formed for special purposes and shall be of short duration. Reports of committee meetings shall be given at each Senate meeting.
- ~~E.~~ 10.5 Ad hoc committees may be established by the Senate. Such committees shall be formed for special purposes and shall be of short duration. Reports of committee meetings shall be given at each Senate meeting.
- ~~F.~~ 10.6 Ad hoc committees can be dissolved by the approval of the Senate upon the completion of its assignment.

~~XII.~~ ELECTIONS

The Committee on Elections shall:

- ~~A.~~ 11.1 Consist of five (5) members recruited by the Executive Council, at least one of whom shall be chosen from current Senators.
- ~~B.~~ 11.2 Select its Chairperson from the membership.
- ~~C.~~ 11.3 Be responsible for the elections of the Executive Officer and Senator ~~P~~positions.
- ~~D.~~ 11.4 Resolve cases of doubt as to eligibility for election to any office, membership in the Senate, or membership status in the electorate.
- ~~E.~~ 11.5 Issue a second call for nominations in cases where only one qualified nominee has been determined.
- ~~F.~~ 11.6 Be responsible for filling ~~Senate~~ Executive Council vacancies, following the procedures set forth in these bylaws.
- ~~G.~~ 11.7 If requested, administer an election using secret ballots, and reports the results to the Executive Council or the Senate.
- ~~H.~~ 11.8 Devise procedures, supervise and administer all elections of the Senate.

~~XIII.~~ AMENDMENTS

- ~~A.~~ An amendment to the Bylaws of the Senate may be proposed as new business by any Senator at any regular Senate meeting.
- ~~B.~~ Action on proposed amendments shall be taken at the next regular Senate meeting. A two-thirds (2/3) vote of the Senate is necessary for an amendment to be passed.

Date of Revision: 5/19/2004

Date of Revision: 7/18/2008

Date of Revision: 8/91/31/2018