Information Technology Governance

Why Governance?

Technology is now infused with almost every aspect of work life, leading individuals and departments outside of the IT organization to make their own decisions and spend a significant amount of money on IT-related purchases. Decentralized decision-making often leads to situations where IT cannot adequately support or maintain the technology investment. This uncoordinated approach creates a growing concern within institutional leadership regarding whether the IT purchases and initiatives represent decisions that are in the best interest of the institution as a whole.

Many institutions have come to realize that a well-organized and well-communicated information technology governance structure is needed to address how initiatives are established and how decisions are made with regard to the prioritization, acquisition, deployment, and support of information technology.

What is Information Technology Governance?

Information Technology governance is the framework for defining how IT policies, resources, and architectures are prioritized, established, deployed, managed, and enforced. Information technology governance should be designed to achieve a partnership between the individual units within the institution and the IT organization with the following goals in mind:

- Establish
  - Shared IT vision that can add value to the institution
  - Shared guiding principles that are guidelines for IT decision making and managing IT initiatives
  - Institutional IT goals and strategies for achieving the institutional goals
  - Institutional IT policies, amending and retiring as necessary
  - Institutional IT priorities
- Determine
  - Distribution of responsibility between IT and end-users
  - IT resource allocation
- Oversee
  - Management of institutional IT initiatives
  - The work of the IT organization
- Provide
  - A vehicle through which the end-user community participates in IT planning
  - Communication to the institution regarding all of these items

What is a typical IT Governance Structure model?

There is no one "right" way to establish IT governance within an institution. In order for the governance structure to be effective, it must reflect both the organizational culture and the information technology needs of the institution. However, most IT governance structures include some variation of the following model.

Level 1 – Decision Making

At the decision-making level, an Information Technology Council (ITC) reports directly to the Executive Cabinet of the institution. The ITC will be composed of senior-level administrators, the chief information officer, and one or more representatives of the faculty could be formed with the sole purpose of assuming primary responsibility for information governance within the institution. This approach has the added benefits of providing a single focus for all discussions and providing representation from the faculty.

This level would be responsible for

- Establishing and articulating institutional technology directions
- Reviewing and approving technology strategic and operational plans
- Establishing technology priorities
- Reviewing and approving proposed technology policies
- Developing IT budget alternatives for the institution

Level 2 – Advisory and Recommending Committees

Functional standing advisory committees are strategically established to address specific issues associated with academic and administrative technologies within the institution. These committees are not policy-making entities but are advisory groups. For our purposes at Georgia College, four such committees are recommended.

Academic Technology Advisory Committee (ATAC)

Responsibilities of the ATAC are to:

- Focus on academic uses of technology, including related systems, procedures, and policies.
- Receive suggestions, recommendations, inquiries, and proposals regarding the application of technology pertaining to academic activities.
- Make recommendations to the decision-making body.

Administrative Systems Advisory Committee (ASAC)

Responsibilities of the ASAC are to:

- Focus on functional issues associated with the use of administrative systems with global impact to the institution. These include but are not limited to the student information, financial, and human resources systems.
- Advise on the collection, maintenance, and utilization of administrative systems related to procedures and policies
- Make recommendations to the decision-making body.

Data Governance Advisory Committee (DGAC)

Responsibilities of the ATAC are to:

- Focus on the collection, maintenance, and utilization of administrative data across the institution.
- Receive suggestions, recommendations, inquiries, and proposals regarding the standardization and protection of data.
- Make recommendations to the decision-making body.

Infrastructure and Security Advisory Committee (ISAC)

Responsibilities of the ASAC are to:

- Focus on the services, design, maintenance, utilization, and security of the institution's technology infrastructure.
- Infrastructure services include but are not limited to the GC network, telecommunications, information security, hardware and software platforms, and interconnectivity.
- Make recommendations to the decision-making body.

Representation from IT should be assigned to each of these standing committees as an ex-officio member and to serve as staff for committee work to the committee chairperson. Chairpersons of these advisory committees should be selected by the committee based on their knowledge of information technology applications within the appropriate areas and on their ability to facilitate discussions through to consensus.

Level 3 – Ad-hoc Committees

It may be necessary for the institution to occasionally establish an ad hoc committee or task force to address specific issues or projects. Ad hoc committees should be given specific, written charges, and should be convened for a specific period of time. It is important that the role, responsibilities, and time frames for these groups are clearly stated and that their work be carefully monitored to ensure that they work within the scope intended.

What is the role of the Information Technology organization in IT governance?
The role of the IT organization itself in IT governance is to:
- Develop annual operational plans linked to the IT strategic plan
- Manage day-to-day activities and projects
- Prioritize, establish, maintain, and support all facets of technology
- Ensure adequate security measures are in place
- Provide human resources to support end-users across the institution
- Manage the financial resources the institution has identified for support of IT
- Provide leadership, guidance, and expertise as appropriate to each of the technology advisory committees

https://gcsuedu.sharepoint.com/sites/ITSTAFF/Governance

Information Technology Committee (ITC)

Revision History

Date	Revision #	Description of Change	Comments
7/23/2020	1.0	Creation of Information Technology Committee Charter	
11/02/2020	1.1	Tweaked and finalized for final review	Edits suggested by Lee Fruitticher

Charge

The Information Technology Committee (ITC) shall advise the Georgia College & State University Executive Cabinet regarding all matters of information technologies including, but not limited to, policies, procedures, standards, priorities, purchasing, use, and maintenance of software, hardware, and data.

Function

1. Create a holistic view of requests, balance institutional needs, and prioritize projects based on the institutional strategic plan.
2. Ensure the strategic use of technology resources and account for the total cost of ownership for new services.
3. Ensure security, compliance, and infrastructure alignment.
4. Help plan the timing and communications of campus-wide projects impacting users.
5. Help projects achieve results by strengthening business cases, alignment, and collaborations needed for success.
6. Provide shared governance involvement in technology financial decisions affecting the university and advocate for campus technology funding needs.
7. Provide advice on cost structures.
8. Determine preference for buy/build and cloud/on-premise solutions along with standardized/customized applications in alignment with the GCSU Strategic Plan.
9. Help guide IT risk management.
10. Receive input from the Student Technology Fee Committee.
11. Receive input from and guidance to the Academic Technology, Administrative Systems, Data Governance, and Infrastructure and Security Advisory Committees.
12. The Information Technology Committee is an advisory group, not a policy-making body. The Chief Information Officer shall present recommendations and findings from the ITC to the Executive Cabinet or other appropriate governing body. An annual written report of activities will be provided to the Executive Cabinet.

Membership

Permanent members or their designees:

1. Chief Information Officer
2. Provost/Vice President for Academic Affairs
3. Vice President for Student Affairs

4. Vice President for Finance and Administration
5. Associate Vice President for Enrollment Management
6. Associate Vice President for Institutional Research
7. Associate Vice President for University Communications
8. University Librarian
9. Director, Center for Teaching and Learning
10. President, Student Government Association
11. Chairs of each Advisory Committee

Rotating members selected from the respective areas (two-year terms, staggered):

1. One academic dean
2. University Senate representative
3. Staff Council representative

Chair

The Information Technology Council will have a dual chair structure. The Chief Information Officer will serve as one co-chair. The second co-chair will be elected from the ITC membership and will serve a one-year term.
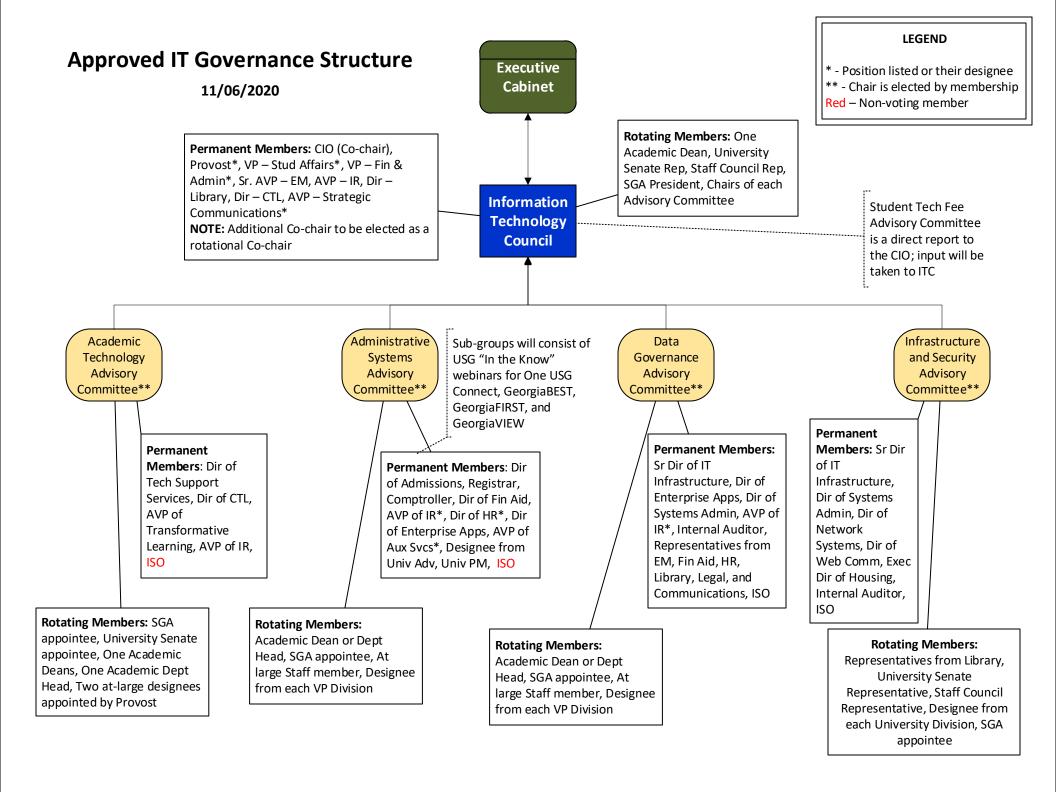
Decision Making

A quorum, consisting of 40% of committee membership, must be present for the ITC to take any official action. While consensus is preferred, formal votes may be taken in the event of differing opinions. All members present must vote; abstentions are not permitted. Voting may take place in person or via electronic methods. Proxies are not permitted. Decisions take the form of recommendations to the Executive Cabinet.

Meeting and Communication/Record Keeping

The ITC meets on a regular basis to consider action items from previous meetings, new items, and recommendations/reports from advisory committees.

Meeting agendas are distributed in advance of the meeting date. Pertinent information will be attached to the agenda for review prior to the meeting. Requests to place items on the agenda are communicated to the co-chairs at least one week prior to the meeting date. New business can be introduced and considered when appropriate. Minutes and meeting notes will be kept and posted where campus constituents may view them. The committee should meet at least once per semester. Emergency meetings may be called to address urgent issues.

These requirements apply to advisory committees as well.

Approved IT Governance Structure

11/06/2020

Executive Cabinet

Information Technology Council

Permanent Members: CIO (Co-chair), Provost*, VP – Stud Affairs*, VP – Fin & Admin*, Sr. AVP – EM, AVP – IR, Dir – Library, Dir – CTL, AVP – Strategic Communications*
NOTE: Additional Co-chair to be elected as a rotational Co-chair

Rotating Members: One Academic Dean, University Senate Rep, Staff Council Rep, SGA President, Chairs of each Advisory Committee

Student Tech Fee Advisory Committee is a direct report to the CIO; input will be taken to ITC

Academic Technology Advisory Committee**

Administrative Systems Advisory Committee**

Sub-groups will consist of USG "In the Know" webinars for One USG Connect, GeorgiaBEST, GeorgiaFIRST, and GeorgiaVIEW

Data Governance Advisory Committee**

Infrastructure and Security Advisory Committee**

Permanent Members: Dir of Tech Support Services, Dir of CTL, AVP of Transformative Learning, AVP of IR, ISO

Permanent Members: Dir of Admissions, Registrar, Comptroller, Dir of Fin Aid, AVP of IR*, Dir of HR*, Dir of Enterprise Apps, AVP of Aux Svcs*, Designee from Univ Adv, Univ PM, ISO

Permanent Members: Sr Dir of IT Infrastructure, Dir of Enterprise Apps, Dir of Systems Admin, AVP of IR*, Internal Auditor, Representatives from EM, Fin Aid, HR, Library, Legal, and Communications, ISO

Permanent Members: Sr Dir of IT Infrastructure, Dir of Systems Admin, Dir of Network Systems, Dir of Web Comm, Exec Dir of Housing, Internal Auditor, ISO

Rotating Members: SGA appointee, University Senate appointee, One Academic Deans, One Academic Dept Head, Two at-large designees appointed by Provost

Rotating Members: Academic Dean or Dept Head, SGA appointee, At large Staff member, Designee from each VP Division

Rotating Members: Academic Dean or Dept Head, SGA appointee, At large Staff member, Designee from each VP Division

Rotating Members: Representatives from Library, University Senate Representative, Staff Council Representative, Designee from each University Division, SGA appointee

Academic Technology Advisory Committee (ATAC) Charter

Revision History

Date	Revision #	Description of Change	Comments
11/02/2020	1.0	Draft copy for review and edits	

Charge

The Academic Technology Advisory Committee (ATAC) shall advise the Information Technology Council (ITC) regarding the academic uses of technology, including related systems, procedures, and policies.

Function

1. The Academic Technology Advisory Committee shall receive suggestions, recommendations, inquiries, and proposals regarding the application of technology pertaining to academic activities concerning the faculty, staff, students, administrators, and governance groups from within the campus community.
2. It shall be the function of the Committee to decide if proposals received should be considered, amended, accepted, or rejected. If accepted or accepted with amendment(s), the proposals shall be submitted with recommendations to the Information Technology Council.
3. On occasion, the Academic Technology Advisory Committee may be specifically assigned to research and consider particular academic technology matters. In such cases, its findings shall be reported to the Information Technology Council.
4. In the performance of its duties, the Academic Technology Advisory Committee shall have the option of soliciting information and assistance from such campus offices or groups as appropriate. This Committee may commission necessary subcommittees or ad-hoc committees to complete its charge.
5. The Academic Technology Advisory Committee is an advisory group, not a policy-making body. However, it may submit such proposals as it deems necessary and appropriate to the Information Technology Council. It shall not, however, involve itself in the ordinary processes and functions of University administrative offices unless requested by the administrative heads of those offices or by the Information Technology Council.
6. The Academic Technology Advisory Committee shall submit a written report of its activities annually to the Information Technology Council, taking care to include the formal resolutions and recommendations adopted by the Committee.

Membership

1. Permanent members or their designee
   a. Director of Technology Support Services
   b. Director of the Center for Teaching and Learning
   c. AVP of Transformative Learning
   d. AVP of Institutional Research
   e. Information Security Officer (non-voting member)

2. Rotating members
   a. Student Government Association appointee
   b. University Senate appointee
   c. One academic Dean
   d. Two at-large designees appointed by the Provost

A simple majority of voting members shall constitute a quorum. Voting shall occur according to the established standards and procedures for elections in each unit.

Chair

The Academic Technology Advisory Committee shall select its chair from the committee membership by a majority vote. The chair shall serve a one-year term and shall be eligible for reelection. The chair shall convene all meetings, set the agenda, cast a vote on all motions, and arrange the recording and reporting of minutes. A minimum of two committee meetings shall be convened per semester.

Terms

Membership on the Academic Technology Advisory Committee is a two-year term. In the initial year, however, the representatives from the Student Government Association, the University Senate appointee, the selected academic Dean, along with the two at large members, shall serve a one-year term and may be replaced or reappointed at the end of the first year. All subsequent terms shall be for two years. Representatives may be selected by their units for subsequent terms consecutively or nonconsecutively.

Meeting Times

Meeting times will be established by the Committee to accommodate schedules, including class schedules, of as many members as possible.

Administrative Systems Advisory Committee (ASAC) Charter

Revision History

Date	Revision #	Description of Change	Comments
11/02/2020	1.0	Draft copy for review and edits	

Charge

The Administrative Systems Advisory Committee (ASAC) shall advise the Information Technology Council regarding the functional issues associated with the collection, maintenance, and utilization of administrative systems with global impact to Georgia College. These systems include but are not limited to the student information, financial, and human resources systems.

Function

1. The Administrative Systems Advisory Committee shall receive suggestions, recommendations, inquiries, and proposals regarding the application of technology to administrative activities from the faculty, staff, administrators, and governance groups from within the campus community.
2. It shall be the function of the Committee to decide if proposals received should be considered, amended, accepted, or rejected. If accepted or accepted with amendment(s), the proposals shall be submitted, with recommendations to Information Technology Council.
3. On occasion, the Administrative Systems Advisory Committee may be specifically requested to research and consider particular information technology matters and report its findings to the Information Technology Council.
4. In the performance of its duties, the Administrative Systems Advisory Committee shall have the option of soliciting information and assistance from such campus offices or groups as appropriate.   The Committee may commission necessary subcommittees or ad-hoc committees to complete its charge.
5. The Administrative Systems Advisory Committee is an advisory group, not a policy-making body. However, it may submit such proposals as it deems necessary and appropriate to the Information Technology Council.
6. The Administrative Systems Advisory Committee shall submit a written report of its activities annually to the Information Technology Council, taking care to include the formal resolutions and recommendations adopted by the Committee.

Membership

1. Permanent members or their designee
   a. Director of Enterprise Applications
   b. Director of Admissions
   c. Registrar
   d. Comptroller
   e. Director of Financial Aid
   f. AVP of Institutional Research
   g. Director of Human Resources
   h. AVP of Auxiliary Services

     i. Designee from University Advancement
     j. University Project Manager
     k. Information Security Officer (non-voting member)
     l.
  2. Rotating members
     a. One academic Dean or Department Head
     b. Student Government Association appointee
     c. One at-large staff member
     d. A designee from each VP division

A simple majority of voting members shall constitute a quorum. Voting shall occur according to the established standards and procedures for elections in each unit.

Chair

The Administrative Systems Advisory Committee shall select its chair from the committee membership by a majority vote. The chair shall serve a one-year term and shall be eligible for re-election (but may serve no more than two consecutive terms). The chair shall convene all meetings, set the agenda, cast a vote on all motions, and arrange the taking and reporting of minutes. A minimum of one committee meeting shall be convened each calendar quarter.

Terms

Membership on the Administrative Systems Advisory Committee is a two-year term. In the initial year, however, the representatives from the Student Government Association, the selected academic Dean or Department Head, the designees from each VP division, along with the one at-large member, shall serve a one-year term and may be replaced or reappointed at the end of the first year. All subsequent terms shall be for two years. Representatives may be selected by their units for subsequent terms consecutively or nonconsecutively.

Meeting Times

Meeting times will be established by the Committee to accommodate schedules, including class schedules, of as many members as possible.

Data Governance Advisory Committee (DGAC) Charter

Revision History

Date	Revision #	Description of Change	Comments
11/06/2020	1.0	Draft copy for review and edits	

Charge

The Data Governance Advisory Committee (DGAC) shall advise the Information Technology Council regarding the collection, maintenance, and utilization of administrative data across the institution.

Function

1. The Data Governance Advisory Committee shall receive suggestions, recommendations, inquiries, and proposals regarding the standardization and protection of data pertaining to administrative activities from the faculty, staff, administrators, and governance groups from within the campus community.
2. The Committee is responsible for defining, implementing, and managing policies and procedures for data governance and data management functions contained in the Business Process Manual (BPM), Section 12. As required by the BPM, the Committee is responsible for the following activities, either through the Committee itself or through specific sub-groups responsible for various requirements.
   a Ensure that cybersecurity control processes detailed in the Cybersecurity section of the BPM are developed and operational, including safeguards, classification, access procedures, segregation and separation of duties. This work can be done collaboratively with the Infrastructure and Security Advisory Committee (ISAG).
   b Maintain documentation pertaining to data governance and management policy and procedure in a centralized and accessible location. This includes Committee meeting agendas and minutes, data system documentation, data element dictionaries, data availability, data lifecycle exceptions, access procedures, training materials and documentation of training participation.
   c Ensure appropriate and accurate data management controls, including data system documentation, data element and definition documentation, data quality control, and data lifecycle.
   d Oversee compliance, training for data governance-related topics, monitoring implementation and adherence to data governance policies and practices, audit readiness, and effectiveness of designated sub-groups.
3. Functional data governance sub-groups may be utilized, with the responsibility for decision-making on substantive changes to organization data collection, maintenance, access, and use of data within their functional area. These duties must be carried out with attention to regulations applicable to the specific data domain such as FERPA, HIPPA, GLBA, etc. Charges to these sub-groups must include the following responsibilities:
   a Determine the threshold for decisions to require governance consideration
   b Implement and carry out processes for approving requests to collect new data fields and change or discontinue existing data fields

  c Approve and socialize data definitions, ensuring they are consistent with business and data entry practices, collaboration with governance sub-groups of other data domains where data elements are used in multiple domains

  d Classify data elements for cybersecurity/privacy requirements (unrestricted/public, sensitive, confidential) with collaboration to the DGAC or other advisory committee or sub-group for applying appropriate security measures

  e Oversee the data quality control process, including review of assessments and data user feedback; work with data stewards to develop a plan to ameliorate issues

  f Provide feedback and advice on data lifecycle decision making, ensuring that justifications are in place for data maintained longer than records management policy requires, and make decisions about methods for longer term data storage

  g Ensure permanent access to the Data Element Dictionaries (DEDs), data standards, and business practices relevant to data entry

4. Technical data governance sub-groups may be utilized, with the responsibility for providing technical guidance to support the work of the DGAC or other sub-groups and for decision-making about the feasibility of and methods for carrying out decisions of any functional sub-group. Other responsibilities include:

  a Review proposals for changes to data collections and provide feedback on how business requirements can be met, ensuring accuracy, security, timelines, and, where appropriate, the privacy of the data

  b Provide expertise on security requirements for data classified as sensitive or confidential

  c Support any functional sub-group efforts to carry out data quality assessment and amelioration

  d Provide input on best mechanisms for long-term maintenance of data minimizing risk and cost

5. It shall be the function of the Committee to decide if proposals received should be considered, amended, accepted, or rejected. If accepted or accepted with amendment(s), the proposals shall be submitted, with recommendations to Information Technology Council.

6. On occasion, the Data Governance Advisory Committee may be specifically requested to research and consider particular information technology matters and report its findings to the Information Technology Council.

7. In the performance of its duties, the Data Governance Advisory Committee shall have the option of soliciting information and assistance from such campus offices or groups as appropriate. The Committee may commission necessary subcommittees or ad-hoc committees to complete its charge.

8. The Data Governance Advisory Committee is an advisory group, not a policy-making body. However, it may submit such proposals as it deems necessary and appropriate to the Information Technology Council.

9. The Data Governance Advisory Committee shall submit a written report of its activities annually to the Information Technology Council, taking care to include the formal resolutions and recommendations adopted by the Committee.

Membership

1. Permanent members or their designee
   a. Sr. Director of IT Infrastructure
   b. Director of Systems Administration
   c. AVP of Institutional Research

d. Institutional Auditor
    e. Designee from Enrollment Management
    f. Designee from Financial Aid
    g. Designee from Human Resources
    h. Designee from the Library
    i. Designee from Legal Affairs
    j. Designee from Marketing and Communications
    k. Information Security Officer
  2. Rotating members
    a. One academic Dean or Department Head
    b. Student Government Association appointee
    c. One at-large staff member
    d. A designee from each VP division

A simple majority of voting members shall constitute a quorum. Voting shall occur according to the established standards and procedures for elections in each unit.

Chair

The Data Governance Advisory Committee shall select its chair from the committee membership by a majority vote. The chair shall serve a one-year term and shall be eligible for re-election (but may serve no more than two consecutive terms). The chair shall convene all meetings, set the agenda, cast a vote on all motions, and arrange the taking and reporting of minutes. A minimum of one committee meeting shall be convened each calendar quarter.

Terms

Membership on the Data Governance Advisory Committee is a two-year term. In the initial year, however, the representatives from the Student Government Association, the selected academic Dean or Department Head, the designees from each VP division, along with the one at-large member, shall serve a one-year term and may be replaced or reappointed at the end of the first year. All subsequent terms shall be for two years. Representatives may be selected by their units for subsequent terms consecutively or nonconsecutively.

Meeting Times

Meeting times will be established by the Committee to accommodate schedules, including class schedules, of as many members as possible.

Infrastructure and Security Advisory Committee (ISAC) Charter

Revision History

Date	Revision #	Description of Change	Comments
11/02/2020	1.0	Draft copy for review and edits	

Charge

The Infrastructure and Security Advisory Committee (ISAC) shall advise the Information Technology Council (ITC) regarding services, design, maintenance, utilization, and security of Georgia College's technology infrastructure, related systems, procedures, policies, and security efforts.

Function

1. The Infrastructure and Security Advisory Committee shall receive suggestions, recommendations, inquiries, and proposals regarding the application of technology and its related infrastructure and security needs, from the faculty, staff, administrators, and governance groups from within the campus community.
2. It shall be the function of the Committee to decide if proposals received should be considered, amended, accepted, or rejected. If accepted or accepted with amendment(s), the proposals shall be submitted, with recommendations to the Information Technology Council.
3. On occasion, the Infrastructure and Security Advisory Committee may be specifically requested to research and consider particular information technology matters and report its findings to the Information Technology Council.
4. In the performance of its duties, the Infrastructure and Security Advisory Committee shall have the option of soliciting information and assistance from such campus offices or groups as appropriate. The Committee may commission necessary subcommittees or ad-hoc committees to complete its charge.
5. The Infrastructure and Security Advisory Committee is an advisory group, not a policy making body. However, it may submit such proposals as it deems necessary and appropriate to the Information Technology Council. It shall not, however, involve itself in the ordinary processes and functions of University administrative offices unless requested by the administrative heads of those offices or by the Information Technology Council.

The Infrastructure and Security Advisory Committee will:

1. Provide recommendations for coordinated campus-wide standards, security initiatives, and network architecture, relating to:
   a. Data governance and management
   b. Hardware and software platforms
   c. Interconnectivity
   d. Networking
   e. Telecommunications
   f. Information security

   g. Security awareness training
  2. Recommend policies and procedures relating to:
   a. Access to network resources
   b. Hardware and software replacement cycles
   c. Information security
   d. Internet access
   e. Network design and bandwidth utilization
   f. Personally Identifiable Information (PII)
   g. Support, maintenance, and training
  3. Evaluate new technologies

Membership

1. Permanent members or their designee
   a. Sr. Director of IT Infrastructure
   b. Director of Systems Administration
   c. Manager of Network Administration
   d. Director of Web Communications
   e. Executive Director of Housing
   f. Internal Auditor
   g. Information Security Officer
2. Rotating members
   a. Library appointee
   b. University Senate appointee
   c. Staff Council appointee
   d. Designee from each University Division
   e. Student Government Association appointee

A simple majority of voting members shall constitute a quorum. Voting shall occur according to the established standards and procedures for elections in each unit.

Chair

The Infrastructure Advisory Committee shall select its chair from the committee membership by a majority vote. The chair shall serve a one-year term and shall be eligible for re-election (but may serve no more than two consecutive terms). The chair shall convene all meetings, set the agenda, cast a vote on all motions, and arrange the taking and report of minutes. A minimum of one committee meeting shall be convened per quarter

Terms

Membership on the Infrastructure and Security Advisory Committee is a two-year term. In the initial year, however, the representatives from the Student Government Association, the University Senate appointee, the Staff Council appointee, the Library appointee, and the designees from each University Division shall serve a one-year term and may be replaced or reappointed at the end of the first year. All

subsequent terms shall be for two years. Representatives may be selected by their units for subsequent terms consecutively or nonconsecutively.

Meeting Times

Meeting times will be established by the Committee to accommodate schedules, including class schedules, of as many members as possible.