

The California Community Colleges Classified Senate

4CS MEMBER SENATE

RESOLUTIONS GUIDE

Resolutions Task Force 2014-2015

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Foreword

Our deep appreciation goes to the California Community Colleges Academic Senate for sharing their Resolutions Guideline with the 4CS Executive Board. We share so many of the same concerns and issues, so it made sense to use their guides as a starting point. And yet, it is in the spirit of recognizing our differences that we are embarking on creating our own resolution process. Governance is all about the sharing of different perspectives from all the constituencies in order to make the best decisions. We recognize that our system can only benefit from the input of a constituency that is directly involved with all aspects of institutional and college life. And so, our hope is that we will use this process to not only provide input on critical issues in our system, but also define those issues that have a significant impact on the classified staff who serve in the greatest community college system in the world!

Pending approval of creating our own resolution process by our constituents, the 2015-2016 Resolutions Committee will adopt this draft of the “Resolutions Handbook.” Upon adoption by a two-thirds majority of the voting senates, this handbook becomes the official 4CS document that describes the 4CS resolutions process for the benefit of all.

Philosophy

The purpose of this document is to explain the underlying philosophy of the resolution process used by the 4CS for California Community Colleges (4CS).

Democracy: A Messy Enterprise

The 4CS acknowledges that democracy can be a messy enterprise. Whereas top-down governing processes found in monarchies and dictatorships are incredibly orderly, democracies typically employ chaotic, bottom-up processes with lots of conversations, multiple levels of politicking, and rapid changes of opinion. The 4CS understands that there is often impatience with the pace of democratic decision-making: that it takes too long, that it's a waste of time, and that things would be better if the process could just be streamlined; however, the 4CS, as a member of the California higher education community, affirms that over time robust democratic processes tend to produce superior policy decisions. Although it is tempting to try to manage democratic processes in order to reach a conclusion quickly or to engineer a result that is perceived best for the collective good, the 4CS strives instead to accept, and even embrace, the essential chaos of democratic decision-making and to trust the process.

It should be noted, however, that strong democratic processes are not a total free-for-all. Some solid foundational agreements must be established in order for democratically controlled organizations to function effectively. Agreements on operational procedures, and timelines must be established before democratic debate begins in order to create a level playing field that respects and treats participants and groups equally, and judges ideas and opinions solely on their merit and not on extraneous factors.

Adapted from the California Community Colleges Academic Senate, 2014

RESOLUTIONS: THE PRIMARY MECHANISM FOR SETTING POLICY

The California Community Colleges Classified Senate (4CS) employs the formal use of resolutions to identify and record the will of the classified senates of the California community colleges. The 4CS relies on formal resolutions to set direction for the organization as a whole. Members of the 4CS Executive Committee and its standing and ad hoc committees implement adopted resolutions to respond to issues, to conduct its work, and to take action. When new issues and situations emerge, the Executive Committee works with its committees and task forces to develop resolutions for consideration by the body at plenary sessions in order to determine the will of the organization as a whole. It is only in rare circumstances in which an issue is pressing and available time does not permit the adoption of a formal position by the body and a previous position does not exist that the Executive Committee or President may take a position or initiate an action independent of direction from existing or adopted resolutions by the body.

RESOLUTIONS: BORNE OUT OF ISSUES

It is the job of the 4CS Executive Committee, along with its standing and ad hoc committees, to research underlying issues and problems related to classified governance matters. The initial goal is to understand the issue, concern, or problem as completely as possible. After an issue has been considered, investigated, and discussed thoroughly, the Executive Committee makes every effort to educate the body about the issue through mechanisms such as area and regional meetings, webinars, plenary breakout sessions, web posting, electronic communication (email/listserv) and/or adopted papers. In many instances, before the 4CS can take action on an issue, concern, or problem the adoption of a resolution is necessary by the body to provide direction. In these situations, it is the Executive Committee's responsibility to make sure that the body has accurate information and thoughtful arguments about emerging issues in order to promote a deeper understanding of the pros and cons of an issue. Plenary session attendees then debate the resolutions of the pros and cons and ultimately take a position on the issues. The Executive Committee acknowledges that education about an issue goes both ways and strives to be open to new information and arguments at all stages of the resolution development, debate, and adoption process.

RESOLUTION PROCEDURES

The 4CS for California Community Colleges meets in executive sessions in November, and June of each year to debate resolutions that will become the bases for future Senate policies and which drive the work of its standing and ad hoc committees. Accepted resolutions are debated in an initial plenary session at the beginning of the annual Classified Leadership Institute (CLI) and a final plenary session at the end of the Institute and approved by the 4CS Executive Committee and classified senate delegates. The November resolutions will only be considered if deemed emergency resolutions by the Resolution Committee and a special electronic voting process will be initiated for the electorate.

RESOLUTION PROCESS OVERVIEW

1. Pre-session resolutions may be developed by the Executive Committee (through its committees) and submitted to the member senates for review.
2. Amendments and new resolutions may be generated at the local senate, in the Area meetings, and at the regional meetings.
3. Members of the 4CS and senate delegates meet during the plenary session prior to the start of CLI and give thoughtful consideration to the need for new resolutions and amendments (Plenary Session #1).
4. After all plenary session presentations are finished on the first day of the CLI, members meet during the CLI Senate President's Breakfast (Plenary Session #2) to discuss the need for and develop new resolutions and amendments.

5. Each resolution or amendment must be submitted to the Resolutions Chair before the posted deadline at the end of the first day.
6. The resolutions and amendments are debated and voted upon in the general session (Plenary Session #3) on the last day of the CLI.
7. New resolutions submitted on the second day of the final plenary session are held to the next plenary session unless the resolution is deemed urgent.

GENERAL RESOLUTION WRITING

- A. All resolutions must be properly constructed using the following criteria:
1. Must be proposed by:
 - a) One of the standing and ad hoc committees and task forces of the 4CS through the Executive Committee, or by a member of the Executive Committee;
 - b) A local senate;
 - c) Attendees at the Area or Regional meetings of the 4CS; or
 - d) Any registered classified attendees from a campus with an active member senate at the plenary session and signed by four delegates as seconders.
 2. Must be submitted in editable electronic format, and if submitted at plenary session, must be accompanied by the resolution form with the resolution title, the maker of the motion (the contact) and the signatures of four delegates who are seconding the motion.
 3. Must be limited to four “whereas” sections and four “resolved” sections.
 4. Must limit actions to those within the scope and purview of the 4CS, and must state in the “resolved” portion the 4CS action. The Executive Committee determines the appropriate process for conveying recommendations to the Board of Governors, local senate, or other groups and individuals and, as necessary, assigns resolution responsibilities to Senate committees or board members for implementation.
 5. May only urge or recommend policies and actions to the 4CS Executive Board, local senates, the Board of Governors, the Chancellor, or other groups and individuals. A 4CS resolution cannot dictate that policies or actions be taken by other entities.
 6. Must list propositions by number and year. Refer to legislation in a resolution by date so that if the legislation is amended, the 4CS can revise its position if necessary. However, with both legislation and propositions, the resolution should focus on the principles and concepts therein, both in whereas and resolved statements.
 7. Assertions of fact in whereas statements should be supported by evidence, with sources cited. When a resolution is adopted by the body, it adopts not only the resolved statements as positions, but also the whereas statements as statements of evidence in support of the resolved statements. Assertions of fact in whereas statements that are not supported by cited sources are simply opinions, may be erroneous, and may result in such whereas statements being amended or deleted.
- B. Assistance in writing resolutions is available from all Executive Committee members. For specific assistance, contact Area Representatives, committee chairs, or members of the Resolutions Committee.
- C. Resolutions that require substantial resources in time or funds will be carried out by the Executive Committee only if the resources are available.

- D. Except in rare instances, resolutions that attempt to address local problems cannot be considered. Rather, the issue must have statewide impact and should be framed in such a way to address the larger issue or principle.

RESOLUTIONS PRIOR TO AREA MEETINGS

- A. Prior to the Area meetings in the fall and spring, the 4CS Executive Committee meets to review resolutions developed by the standing and ad hoc committees of the 4CS. In addition, individual Executive Committee members may develop resolutions prior to Area meetings based on their experiences working with other groups and organizations around the state.
- B. The Executive Committee reviews all such resolutions prior to the Area meetings and determines which of these resolutions to forward to the Area meetings where they are discussed and reviewed. Resolutions not forwarded by the Executive Committee may be shared at Area meetings or plenary session by interested faculty willing to follow the steps listed in the “Resolutions at Area Meetings” and “Resolution and Amendment Writing at the Plenary” sections below.

RESOLUTIONS AT AREA MEETINGS

- A. Area meetings of the 4CS are scheduled upon request, one prior to each Regional session. Regional sessions are held once per year; South Region in the Fall, North Region in the Spring. Resolutions include:
1. Resolutions drafted and brought forward to the Area meeting by classified senates in that Area.
 2. Resolutions adopted by local senates in the Area.
 3. Resolutions developed during the Area meetings by those in attendance.

Resolutions adopted at Area Meetings and moved forward by the Executive Committee are reviewed at Executive Board meetings along with being agendized for an upcoming Regional Meeting.

In addition, amendments to the resolutions forwarded to the Area meetings by the Executive Committee may be introduced.

- C. The Resolutions Committee of the 4CS reviews all pre-session and Area resolutions and amendments and combines, re-words, appends, or renders moot these resolutions and amendments as necessary. The Resolutions Committee will update the resolution Consent Calendar posted on the 4CS website based on the criteria stated in the “Resolution Consent Calendar” section of this handbook.
- D. After review by the Resolutions Committee and the President, all resolutions and amendments are provided to local senates in preparation for the plenary sessions. Copies of the resolutions and amendments are available to all plenary session attendees upon registration.

RESOLUTIONS AT REGIONAL MEETINGS

- A. Regional meetings of the 4CS are held once per year; South Region in the Fall, North Region in the Spring. Resolutions include:
1. Resolutions drafted and brought forward to the Area meeting by classified senates in that Area and then reviewed by Executive Board.
 2. Resolutions developed during the Area meetings by those in attendance.

- B. The Resolutions Committee of the 4CS reviews all Regional resolutions and amendments and combines, re-words, appends, or renders moot these resolutions and amendments as necessary. The Resolutions Committee will update the resolution Consent Calendar posted on the 4CS website based on the criteria stated in the “Resolution Consent Calendar” section of this handbook.
- C. After review by the Resolutions Committee and the President, all resolutions and amendments are provided to local senates in preparation for the plenary sessions. Copies of the resolutions and amendments are available to all plenary session attendees upon registration.

RESOLUTION AND AMENDMENT WRITING AT PLENARY SESSION

- A. All new resolutions or amendments written on the first day of plenary session must be submitted to the on-site Senate Resolutions Committee Chair by a time established in the program of events for the plenary session adopted by the Executive Committee.
 - B. New resolutions submitted on the second day of the plenary session will be held to the next yearly plenary session unless the resolution is deemed urgent by the Executive Committee.
 - 1. An urgent resolution means the following: A time critical issue has emerged after the resolution deadline on Thursday and new information is presented on Friday which requires an established 4CS position before the next plenary session.
 - 2. The Resolutions Committee will review the resolution and make a recommendation to the Executive Committee on the urgency of the resolution. The Executive Committee meets after the resolution deadline on the second day to consider the recommendations of the Resolutions Committee and determine whether those submitted as urgent should be presented for voting on the last day of session. If they are deemed not urgent, resolutions submitted on the second day are, at the discretion of the contact and the seconders, postponed to the next plenary session or withdrawn before publication in the resolutions packet submitted to the body on the day of the final plenary session. If the resolution is published in the resolutions packet to be carried over to the next plenary session, that resolution may only be withdrawn by a vote of the body at the next plenary session.
 - C. Amendments to resolutions must be moved:
 - 1. by consensus at Area meetings of the 4CS, or
 - 2. by a registered classified senate delegate attendee at plenary session with four delegate seconders.
 - D. Amendments must be presented in writing to the 4CS onsite Resolutions Committee Chair by the posted deadline of the first day of plenary session. Resolutions previously adopted cannot be amended.
 - E. The most recent edition of Robert’s Rules of Order Newly Revised shall govern the scope and use of amendments.
 - F. The Resolutions Committee reviews all submitted resolutions and amendments and combines, re-words, appends or renders moot the resolutions and amendments as necessary.
- Note: See procedures “Urgent Resolutions And Appeal Process For Resolutions Declared Non-Urgent” below for appealing a resolution declared non-urgent by the Executive Committee.
- G. General Timeline:

1. Resolutions and amendments submitted by the deadline of the first day of plenary session will be available in hard copy for discussion and amendment at the second day of plenary session. The new resolutions packet is also posted on the plenary session web page the night before the second day.
2. Amendments submitted by the posted deadline and any resolutions ruled urgent will be made available to all registered attendees by 7:30 a.m. on the second plenary session. The new resolutions packet is also posted on the plenary session web page the night before the second day.
3. It is the policy of the 4CS not to make changes in resolutions or amendments during the plenary session on the third day. Therefore it is strongly urged that the authors of resolutions and amendments, or designees, as well as Area and committee chairs, read resolutions and amendments carefully on the night before the third and final session. Please bring any omissions or errors, preferably in written form, to the on-site 4CS office immediately so adjustments can be made. No changes can be made after the general session begins on the final day of the Institute.

RESOLUTIONS TO PURSUE TITLE 5 CHANGES

Resolutions directing the 4CS Executive Committee or the President to pursue changes in Title 5 can be both appropriate and necessary. However, because changes to Title 5 are significant actions that can have wide-ranging impact across the state, such resolutions should be considered very carefully. While no rule of the 4CS prohibits a resolution calling for an immediate decision on a proposed Title 5 change, in most cases a better strategy might be to begin with a resolution directing the 4CS to explore the change, through research, plenary breakouts, or other appropriate means. Such a process would allow for broader and more contemplative discussion of the issue and for better communication with and input from local senates. A follow-up resolution at a future plenary session could then call for the Title 5 change after the issue has been fully vetted at both the state and local level.

In many cases, a resolution directing that the 4CS take a particular position on an issue without mandating a specific Title 5 change may also be both appropriate and effective. With an adopted position, the 4CS advocates have the flexibility to address the issue by various means and in various venues without being restricted to pursuing a specific Title 5 change.

In the event that the proposed Title 5 change addresses an exigent issue and cannot wait to move through a longer process, the resolution author should make that case in the whereas statements of the resolution.

RESOLUTION CONSENT CALENDAR

The resolutions packet will contain a Consent Calendar as allowed by Robert's Rules of Order:

- A. Each resolutions packet will include a Consent Calendar. Resolutions are placed on the Consent Calendar if they: 1) are believed to be non-controversial; 2) do not propose reversing an existing 4CS position; and 3) do not compete with any other proposed resolutions. Resolutions that meet these criteria and any subsequent clarifying amendments are included on the Consent Calendar. If an amendment is submitted that proposes to substantially change a resolution on the Consent Calendar, that resolution will be removed from the Consent Calendar.
- B. Resolutions may be pulled from the Consent Calendar by the following processes:
 1. Any classified senate member attendee at an Area or Regional meeting of the 4CS can request to have a resolution removed from the Consent Calendar by alerting the Resolutions Committee Chair or the Executive Director.

2. Any classified senate delegate or 4CS Executive Board member can pull a resolution from the Consent Calendar at any time before 8:20 a.m. on Saturday of the plenary session by alerting the Resolutions Committee Chair.
3. A final opportunity to pull a resolution from the Consent Calendar will be provided on Saturday of the plenary session when the President calls the general session to order.
 - a. At that time, the President will announce those items still remaining on the Consent Calendar and ask if anyone is interested in removing any of the remaining resolutions.
 - b. Any classified senate delegate or 4CS Executive Board Member may request to pull a resolution from the Consent Calendar by indicating the number of the resolution at the parliamentary microphone.
 - c. No justification is needed for this request and it does not require a “second” or any vote to remove a resolution.
 - d. Upon seeing no attendees requesting a parliamentary microphone, the President will ask if the delegates are ready to approve those resolutions remaining on the Consent Calendar.
 - e. If there is no objection, the resolutions on the Consent Calendar are adopted.

Note: Reasons for removing a resolution from the Consent Calendar may include moving of a substantial amendment, a desire to debate the resolution, a desire to divide the motion, a desire to vote against the resolution, or even a desire to move for the adoption by the body by acclamation.

RESOLUTION AND AMENDMENT PRESENTATION

In deliberating a resolution or any amendment(s) to it by the attendees, the resolution or amendment:

1. Will be presented in the order decided by the Resolutions Committee, except as provided in *Robert's Rules of Order Newly Revised* for changing the agenda.
2. Is read by the Chair and may be introduced by the maker or a seconder of the resolution or amendment, or a designee, at a microphone.

RESOLUTION AND AMENDMENT DEBATE

- A. Debate on each resolution, including its amendments and the motions and inquiries made at the microphone during the debate, is limited to a total of 15 minutes.
- B. The Chair will recognize pro and con arguments alternately. When there is no speaker on the side of the motion that is to be heard next, debate on that motion is closed.
- C. Each speaker who wishes to address a motion, a resolution, or an amendment shall:
 1. Come to the pro or con microphone as appropriate.
 2. State his or her name and college.
 3. Be limited to three minutes in making his or her argument.
 4. Not speak again until all others desirous of speaking have expressed their opinions, including members of the Executive Committee.
 5. Debate the merits of the resolution and refrain from personal attacks.
- D. Any classified senate delegate or 4CS Executive Board Member at the plenary session may participate in the debate.

- E. A parliamentary microphone will be used for parliamentary inquiries, making motions and requesting information from the Chair.

RESOLUTION AND AMENDMENT VOTING

- A. Only delegates with delegate ribbons may vote (except as provided in E).
- B. Voting will be at the direction of the President (or designee) who serves as Chair.
- C. The parliamentary microphone may be used by all registered attendees in order to seek clarification or guidance, but only delegates may make motions. For example, only a delegate may appeal decisions made by the Chair, move to extend debate, or conduct any other business that requires a vote of the assembled delegates.
- D. The Chair or any delegate may call for a division of the house. Division of the house shall be a standing vote.
- E. For purposes of voting on resolutions and amendments only, a delegate may give his or her delegate ribbon to someone else, provided that this person is also a classified senate member from the same district. This is not applicable for elections as the signatures of delegates must be verified prior to the start of elections.
- F. All motions are adopted by majority vote of the body, **except:**
 - 1. Resolutions that propose reversing existing 4CS positions, which requires an affirmative vote of two-thirds of delegates voting.
 - 2. Parliamentary motions as identified in *Robert's Rules of Order Newly Revised* that require a two-thirds vote in the affirmative or negative of the delegates voting, depending on the motion.

REFERRED RESOLUTIONS

- A. Resolutions can be referred to the Executive Committee for the following reasons:
 - 1. More information or clarity is needed
 - 2. More time to debate the issue on local campuses is needed
 - 3. May be worthy of consideration for adoption but is written in a manner to make it unclear as to the intent.
- B. The maker of the motion to refer the resolution must be clear about the reason for referral and the instructions to be taken by the Executive Committee upon referral. A motion to refer must include a date by which the resolution is to be returned to the body upon completion of the referral instructions by the Executive Committee.
- C. A resolution cannot be referred to direct the Executive Committee to accomplish what the resolution seeks to do.

PARTICIPATION OF EXECUTIVE COMMITTEE MEMBERS IN RESOLUTION DEVELOPMENT AND DEBATE

- A. To the extent possible, resolutions should be moved by local college delegates and/or attendees rather than Executive Committee members.

1. When a resolution originates at an Area meeting, the mover should be listed as the resolution contact after the text of the resolution.
 2. When a resolution originates in a 4CS committee, a non-chair committee member with primary responsibility for the subject should be the maker of the motion and identified as the resolution contact. Ideally, that individual should be planning to attend the plenary session to ensure that there is a contact available to answer questions and clarify the intent of the resolution.
 3. For a resolution jointly developed at plenary session by an Executive Committee member and local college delegate, the local college delegate should be identified as the maker of the motion on the resolutions form and as the resolution contact in the resolutions packet.
- B. During the debate on the floor, members of the Executive Committee should make every effort to encourage the attendees to speak.
- C. Executive Committee members have the additional responsibility of ensuring that debates are held in a professional, courteous manner that allows the 4CS to reach closure on each issue expeditiously.

RESOLUTION TABULATION AND RECORDING

- A. The Chair announces the outcome of the vote.
- B. The chair of the Resolutions Committee shall record the results of the vote.
- C. The chair of the Resolutions Committee shall:
 1. List the mover of the motion and college affiliation; the person recorded as mover shall be the person listed as such on the printed resolution/amendment form.
 2. List the disposition of the vote as follows: M/S/C: Moved, Seconded, Carried; M/S/F: Moved, Seconded, Failed; M/S/Postponed: Moved, Seconded, Postponed; M/S/U: Moved, Seconded, Unanimous M/S/R: Moved, Seconded, Referred; M/S/A: Moved, Seconded, Acclamation.
 3. Record any minority reports if so directed by the majority of the voting members of the general session.

URGENT RESOLUTIONS AND APPEAL PROCESS FOR RESOLUTIONS DECLARED NON- URGENT

- A. The mover (contact) of a resolution submitted on the second day of the plenary session indicates on the form supplied whether the resolution is urgent or not.
- B. The mover of the resolution, or the mover's designee, should address the criteria for determining an urgent resolution. (See B.1. under "Resolution Writing" at the plenary session.) The Executive Committee will carefully consider presentations on behalf of urgency before voting.
- C. The Executive Committee acts on the status of resolutions and declares them urgent or non-urgent
- D. If the mover of the resolution wishes to appeal the decision of the Executive Committee, these procedures shall be followed:
 1. Within ten minutes of the opening of the resolution voting session, the mover of the resolution, or the mover's designee, will approach the parliamentary microphone and say, "I wish to appeal the urgency decision of the Executive Committee."

2. The Chair then recognizes the mover of the resolution, or mover's designee, for no more than a three-minute statement at the pro microphone supporting the urgency of the resolution and seeking a "yes" vote to overturn the decision of the Executive Committee.
3. The Chair next recognizes the chair of the Resolutions Committee who makes a statement of no more than three minutes at the con microphone that presents the reasons for declaring the motion non-urgent and urges a "no" vote to overturn the decision of the Executive Committee.
4. Without further debate, the Chair calls for a vote on the motion, explaining, "If you vote 'yes' the resolution in question will be declared urgent. If you vote 'no' the resolution will remain non- urgent."
5. If the motion passes to overrule the decision of the Executive Committee, the resolution in question becomes "urgent" and is brought before the body for a vote at a time appropriate according to the category of the resolution.

WITHDRAWING A RESOLUTION

It is the policy of the 4CS that a mover (contact) of a resolution or the mover's designee may ask that a resolution be withdrawn at the plenary session by filling out a resolution form and submitting it to the Resolutions Committee Chair by 5:00 p.m. on the second day of Plenary. Any four seconders are required to confirm the mover's motion to withdraw a resolution. The original resolution and the motion to withdraw will be included in the Saturday resolution packet to be voted upon by the delegates. The resolution may be deemed successfully withdrawn only after a majority vote of the assembled delegates in support of the motion to withdraw.

FAILED RESOLUTIONS

Resolutions which have not been approved at a plenary session may be brought back at future plenary sessions. When a resolution that attempts to reaffirm an existing 4CS position fails, the existing position is not reversed. The rules of the 4CS require a 2/3 vote in the affirmative of any resolution seeking to reverse an existing 4CS position. That said, it is strongly advised to not introduce resolutions to reaffirm existing positions because of the confusion that may ensue should such resolutions fail.

(NOTE: In all other issues, the plenary session shall follow *Robert's Rules of Order Newly Revised*.)

RESOLUTION WRITING AND GENERAL ADVICE

RESOLUTION WRITING

Since the resolution process guides the work of the 4CS, care should be taken in developing the resolutions. The following are some guidelines for Senate resolutions, as well as recommendations for proper resolution writing. When in doubt, consult with the Resolutions Chair or Executive Director.

1. **Four is the Limit:** Resolutions cannot contain more than four "whereas" or "resolved" statements (this is a requirement per the published resolutions process for session).
2. **Homework:** 4CS resolutions are accessible for review on its web site, www.ccccs.org. It is possible that a resolution already exists for the position you wish to take. Please review the existing resolutions first so that duplication can be avoided.
3. **An Introduction:** Consider using the first "whereas" as an introduction, outlining the situation in general or providing background and indicating the people or groups involved before justifying your resolutions in the other "whereas" statements.

4. **Acronyms:** Write out the names of groups or organizations in your first reference to them in your resolution. The full name may be followed by a parenthetical abbreviation, which may then be used for future references.
5. **Make the Point:** Be as direct and to the point as possible. Cleverness that makes a resolution less clear will likely cause confusion and lead to the resolution being defeated, amended, or referred.
6. **Avoid Lumping:** Limit yourself to one reason in support of or in defense of your resolution per “whereas” statement. Lumping too much into one statement causes confusion and is likely to provoke calls for revision.
7. **Professionalism Preferred:** Avoid personal attacks or insults of any person or group, even subtle ones. No matter how justified the statement or how offensive the target, such attacks will almost inevitably draw opposition from some members of the voting body.
8. **Only 4CS Action:** Remember that resolutions can only direct the 4CS to take action. The 4CS does not have the authority to direct or require action from any other group or individual, including local senates. Resolutions can also request or recommend actions from other entities, or it can endorse or support particular positions of other entities.
9. **Reality Check:** If your resolution directs an action by the 4CS, be certain that the action is possible for the 4CS to accomplish. Specifically, remember that the 4CS cannot absolutely ensure or prevent the actions of any other body. Some qualifying or alternative terms, such as “work with [other body] to ensure” rather than “ensure,” or “oppose” rather than “prevent,” may help to produce a more realistic resolution.
10. **Word Choice:** Judiciously use words such as “any,” “every,” “all,” “never,” “none,” or other qualifiers that make sweeping generalizations.
11. **Models:** You may benefit from reading some past examples of resolutions for ideas about structuring and phrasing your resolution.
12. **Resolution Title:** Be sure that the title of the resolution accurately reflects the content of the resolution, and follows proper rules of punctuation and capitalization.
13. **Citing Legislation:** Cite the dates on stated legislation or regulations included in the resolution.
14. **Facts:** Resolutions should focus on facts rather than empty rhetoric. Resolutions should include references to specific information such as legislation, previous resolutions, papers, and the like, and should include footnotes, appendices, or links to those references for the delegates to research and make an informed vote.
15. **Hard Copy and Electronic Copy:** Resolutions and amendments submitted at session as electronic copies must be accompanied by hard copies.
16. **Amendments:** Amendments are made to the original resolution (the main motion).
17. **Senate Papers:** All of the 4CS adopted papers contain recommendations to local senates as well as to the state senate. These recommendations are considered to be directions to the field and are comparable to resolutions. Review the recommendations in Senate papers related to your topic to see if your issue has already been addressed. (<http://www.ccces.org/publications/index.html>)

ADVICE ON WORDING FOR RESOLUTIONS

The wording of a 4CS resolution is an important matter that can sometimes prove tricky or confusing. A resolution with controversial, unclear, or offensive wording can lead to prolonged debate on the session floor and can ultimately cause a resolution to be delayed and rejected, even when its ideas are worth approving. In order to help resolution writers avoid such frustrating experiences, the Resolutions

Committee offers the following advice in order to help you avoid wording and issues that have raised objections in the past:

- **Recommend:** If using the word “recommend” within your resolution, be very clear and cautious about what you are recommending and to whom. Make certain that any recommendation is directed to a specific body with authority over the issue in question, and make certain that the 4CS has standing to make such a recommendation.

- **Ensure:** If using this term, be certain that the 4CS has the power to fulfill the goal of your resolution. The 4CS may not have the power to ensure many outcomes, especially on its own. In many cases, better phrasing might ask the 4CS to work in cooperation with another group to ensure or to accomplish the outcome.
- **Assert or Affirm:** “Assert” and “affirm” imply that the 4CS is taking a specific position on an issue, and these terms have often been used in resolutions relating to matters on which the 4CS has not yet researched and developed a clear position. Be cautious about what stand you ask the 4CS as a statewide body to take without proper discussion and foundation.

It may also be the case that the 4CS has taken a contrary position to one you now expect to affirm. Please take some time to review the resolutions listed on the 4CS website to see if a prior position on your issue has been determined. After such a review, you then can decide if you want the 4CS to take a new position on the issue because evidence or recent developments now indicate a need to reconsider. It is not necessary or recommended to affirm a previously stated position that remains valid.

- **Require:** As with “ensure,” make certain that the 4CS has the authority to require the action in question. In many cases, the 4CS may not have the power to fulfill the action requested.
- **Support:** Directions to support local senates, other organizations, documents, students, and more, are acceptable as desired actions of the 4CS. It is worth noting that the 4CS does not have the wherewithal to financially support individuals or organizations, but resolutions may direct the 4CS to support funding from the state or other source for colleges, programs, students, etc.
- **Work with:** When directing the 4CS to work with another official body, be certain that the body in question has appropriate involvement in or authority regarding the issue at hand. Often, the action “work with” is followed by another direction to accomplish something. Consider which is more important to the intent of your resolution: is it more important that the 4CS work with another group or that the action is accomplished? Then word your resolution in the manner that best emphasizes the goal you most wish to accomplish.
- **Verbs:** At past plenary sessions, the following verbs sometimes have raised fewer issues and received less negative response than those listed above. As such, you might consider whether calling for one of these actions would make your resolution more likely to be well-received by the delegates:
 1. Urge
 2. Research
 3. Develop (a position, materials, a paper, etc.)
 4. Distribute
 5. Oppose
 6. Publish
 7. Survey
 8. Encourage
 9. Conclude
 10. Adopt
 11. Request
 12. Express
 13. Form
 14. Collect
 15. Communicate
 16. Recognize

THE ROLE OF THE RESOLUTIONS COMMITTEE

Composition of the Resolutions Committee

The Resolutions Committee is comprised of a Chair (usually an Executive Committee member) appointed by the President, two other executive committee members representing two different areas, and the President. In addition, two members of the field, from the two regions from colleges not represented by the Executive Committee members, are also appointed to serve as liaisons for the Resolutions Committee. Because of the need for these liaisons and non-Executive Committee members to assist the Area Representatives during the pre-session and session area meetings, the members of the Resolutions Committee should not be Area Representatives.

A 4CS Resolutions Committee Handbook shall be developed and maintained to define the role and process of the Resolutions Committee and the role of the Executive Committee. The complete handbook will be posted on the 4CS website.

Appendix A: Resolutions Categories

1. 4CS
2. Accreditation
3. Affirmative Action/Cultural Diversity
4. Articulation and Transfer
5. Budget and Finance
6. State and Legislative Issues
7. Consultation with the Chancellor's Office
8. Counseling and Student Services
9. Curriculum
10. General Concerns
11. Graduation
12. Institutional Success
13. Library and Learning Resources
14. Local Classified Senates
15. Matriculation
16. Professional Development for Classified Staff
17. Professional Standards
18. Student Success
19. Technology
20. Union and Senate Relations
21. Workforce Development
22. Workplace Health and Safety