

Glendale Community College Plan

Revised March 2015

The College Plan cultivates participation in decision-making between the Faculty and the Administration at Glendale Community College. A primary goal of the College Plan is to facilitate a collegial working environment and to promote effective communication, in support of maximum effectiveness of the College in promoting student success. The College Plan is intended to be consistent with the Residential Faculty Policy Manual (RFP).

NOTE: *Majority* defined at <http://www.robertsrules.com/faq.html#4>
Robert's Rules of Order Newly Revised, 11th ed. (Da Capo Press, 2011), p. 400.

I. College Organization

A. Administrative Structure

1. The College shall employ the minimum amount of Managerial, Administrative and Technical (MAT) personnel necessary for optimal College functioning.
2. The College President shall, in consultation with the Faculty, periodically review and, when necessary, adjust the Administrative structure of the College.

B. Shared Governance

1. The College Administration and the Faculty shall maintain open and effective communication in order to support and maintain maximal shared governance at the College.
 - a. Such communication shall include, but not be limited to, regular consultation between and among the College President, Vice Presidents, Deans, the Faculty Senate President, and the Department/Division Chairs.

II. College Resource Planning

The College President shall, via the Integrated Resource Planning Committee (IRPC), solicit substantive Faculty input and recommendations regarding all matters of College Budgetary and Strategic Planning.

III. College Faculty Staffing

- A. The College President shall, via the Faculty Staffing Committee (chaired by the Faculty Senate President, and including- *ex officio*- the Vice President of Academic Affairs (VPAA)), solicit ranked recommendations for hiring of all Residential Faculty.
- B. The Department/Division Chairs shall provide a ranked set of Residential Faculty hiring recommendations to the Faculty Staffing Committee by no later than October 15 of each year.
- C. The Faculty Staffing Committee shall evaluate Department/Division Chairs' ranked Faculty Staffing requests and provide a ranked set of Faculty Staffing recommendations to the College President by no later than November 15 of each year.
- D. The College President shall announce approved Faculty Staffing requests as soon as possible after receiving Faculty Staffing Committee recommendations, in order to provide adequate time for commencing the Faculty hiring process each year.
- E. The College shall work toward, and then maintain, a $\geq 60:40$ Residential Faculty: Adjunct Faculty load-hour ratio.

IV. Probationary Faculty Evaluation

Evaluation of Probationary Faculty members at the College shall be conducted in accordance with the RFP. The Peer Assistance and Review Committee (PARC) shall consist of the appropriate instructional administrator (Dean or VPAA), four (4) trained, appointive Faculty appointed by the Faculty Senate President in collaboration with the VPAA, the Department/Division Chair of the probationary Faculty member, and if desired, a discipline-specific appointive Faculty member (who is not their PAR mentor) chosen by the probationary Faculty and approved by the Faculty Senate President and VPAA (or designee).

V. Faculty Senate President-Elect Reassigned Time

In order to provide for effective continuity of Senate leadership and Faculty-Administration working relationships at the College, the Senate President-elect shall be provided with three (3) hours of reassigned time during both the Fall and Spring semesters of their one-year term. This time shall be used by the Senate President-elect and Senate President to engage in training and assistance that will allow the Senate President-elect to most effectively take over as Senate President when the new Senate is seated at the end of the President-elect's term. Such training shall include, but not be limited to, having the President-elect accompany the current Senate President in various College and District meetings with both Committees and Administration during both the Fall and Spring semesters.

VI. Department/Division Chairs

Department/Division Chairs are full-time Faculty members, as defined in the RFP, who carry out certain administrative functions as described below in the Roles and Responsibilities of Chairs. Only Department/Division members are eligible to be Chairs, i.e., a full-time Faculty member qualified to teach at least one of the disciplines in that Department/Division and who has, unless an exception is approved by a majority of full-time Faculty members in that Department/Division, a majority of his/her teaching load in that Department/Division.

A. Procedures for Selecting Department/Division Chairs:

1. Department/Division Chairs are elected to a three-year term of office. There shall be no limitation on the number of terms that a Department/Division Chair may serve.
2. Candidates for the position of Department/Division Chair, and those eligible to vote in elections, must be full-time appointive or provisional Faculty members whose responsibilities are more than fifty percent within the departments holding the elections. Ideally, Department/Division chairperson candidates should be appointive Faculty members, as well as being administratively assigned to the Department/Division for which they are candidates for Chairpersonship.

3. The selection process for Chairs will begin during the last academic year of the three-year term. The College President will notify all Faculty members that the terms of the incumbent Chairs will expire at the end of the following Spring semester and will call for nominations by the 1st Friday of October of that academic year. The nominations will be considered closed by the 2nd Friday of October. The President will provide Faculty members with a form with which to submit nominations. Department/Division members may self-nominate or may be nominated by another Department/Division member with the Chair candidate's permission.
4. A secret ballot will be distributed to each Department/Division member, including those on sabbatical leave and/or academic leave, no later than the 3rd Friday of October. Members of the Department/Division will vote for only one candidate. These ballots will be cast by the 4th Friday of October.
5. The ballots will be counted by the College President or designee and the Senate President or designee, no later than November 1. The Senate President must designate someone else to count ballots if he/she is running for Department/Division Chair. The candidate receiving a majority of the department/division votes cast will be elected.
6. If no one receives a majority or there is a tie, a runoff will be held between the two candidates who received the most votes. At least a week, but not more than two weeks, will be provided for each balloting. The same counting procedure as stated in Paragraph five (5.) above will be used.
7. If the runoff election does not determine the Department/Division Chair, the College President will select a Department/Division Chair from this second slate.
8. The College President will first contact all candidates with the results upon the completion of balloting.
9. After all candidates have been notified of the election results, the College President, will announce results to the Department/Division faculty no later than November 3.
10. If for any reason a Department/Division Chairpersonship becomes vacant during the Fall or Spring semesters before the term of office expires, the vacancy for the remainder of the term will be filled immediately. The Department/Division will have one week to submit candidates, and then one week to vote. The ballots will be counted as stated above (5.). If there is a tie or no one receives a majority, then the procedures as stated above will be used (6., 7.).

11. If for any reason a Department/Division Chair Position becomes vacant during the summer, the Assistant Chair(s), Evening Supervisors, Occupational Program Directors (OPDs), Educational Program Directors and/or Program Coordinators will select among themselves or select another Faculty member of the department as acting chair to serve until a new chair is elected during the next Fall semester. When there are no Assistant Chairs, Evening Supervisors, Program Directors or Program Coordinators, the College President will appoint a temporary Chair to act until the start of the next Fall semester when elections can be held by the above procedure (9.).
12. A Department/Division Chairperson's tenure of office may be terminated at any time, with just cause, by the President, or by a petition bearing signatures of a two-thirds majority of the department's RFP Faculty.
13. In order to allow for an organized transition period, a Department/Division Chair deciding to resign in advance of the normal end of their elected term may, with consensus of the Residential Faculty in their Department, request that a special Department/Division Chair election be held. Such a request shall be made directly to the College President, who may call the Department/Division election upon approval of the request. The President will provide Faculty members with a form with which to submit nominations. Department/Division members may self-nominate or may be nominated by another Department/Division member with the Chair candidate's permission. A secret ballot will be distributed to each Department/Division member, including those on sabbatical leave and/or academic leave. Members of the Department/Division will vote for only one candidate. The candidate receiving a majority of the votes cast will be elected. The ballots will be counted as described in section five (5.) above. The Senate President must designate someone else to count if he/she is running for Department/Division Chair. The remainder of the special election process will follow sections 6.-8. above.
14. Contested interpretation of this procedure will be decided by a committee composed of the College President, the appropriate Dean of Instruction, the Senate President, the Senate Vice- President, and an additional Faculty member chosen by the Senate. This committee may seek additional information from other district employees as deemed necessary. This statement should not be construed as restricting the College President's ability to act independently in accordance with legal considerations.

B. Roles and Responsibilities of Department/Division Chairs:

This College Plan allows for early selection of Chairs in order to provide first-time Department/Division Chairs the opportunity to be mentored for a semester by the out-going Department/Division Chair or some other experienced person. Furthermore, Faculty who will be Chairs for the first time shall be given a minimum of three hours of reassigned time during the Spring semester prior to their taking office. The purpose of this is to allow them the time necessary to attend Department/Division Chair meetings, to learn computer systems and other necessary skills, and to be mentored in Chairs' roles and responsibilities first-hand by the out-going Chair. Outgoing Department/Division chairs shall (as a matter of professionalism and responsibility to their Department/Division, to its Students, and to the College) take reasonable steps to provide for an organized, collegial and effective transition of leadership to the new Department/Division Chair.

In consultation with the Faculty of his/her Department/Division, the Department/Division Chair administers the Department/Division's instructional program(s) and implements College/District policies and procedures, working cooperatively with the Faculty, Staff, Deans, and the Vice President of Academic Affairs to perform the following:

Curricular Duties:

1. Recommends the addition, elimination, and/or change of courses and curricula in accordance with program review, enrollment, articulation, and student and community needs, in consultation with Faculty who teach that specific discipline.
2. Monitors, adjusts, and develops the department's schedule as needed.
3. Maintains a file of current syllabi, as described in the Faculty handbook, for each course currently taught by each residential and adjunct Faculty member.
4. Maintains the textbook selection process established by each discipline's residential Faculty members within the department.
5. Recommends revisions to the catalog and promotional materials as needed.

Personnel Duties:

1. Participates in screening and interviewing for full-time Faculty and recommends the hiring of Staff and part-time Faculty for the Department/Division.
2. Participates in the supervision, support and evaluation of Faculty, Staff, and temporary employees.
3. Participates in the review and recommendation process regarding Probationary Faculty members, in the manner set forth in the RFP and in Section VI above.
4. Recommends the retention, advancement, renewal, and dismissal of other personnel to the President through the Instructional Deans and Vice President for Academic Affairs.
5. Serves on or appoints a representative to the Instructional Council(s) with the consent of the majority of the residential Faculty in the appropriate discipline. The appointee shall be qualified to teach in the appropriate discipline.
6. Appoints, as needed, one or more Evening Supervisors, Assistant Department Chairs, Occupational Program Directors, Educational Program Directors, Program Coordinators and On-line Supervisors.

Administrative Duties:

1. Prepares an annual budget plan and develops budget requests in consultation with Department/Division members.
2. Manages the approved Department/Division budgets.
3. Establishes and maintains a Department/Division inventory of fixed and movable equipment not covered under the fixed asset inventory.
4. Submits required reports in a timely manner.
5. Conducts Department/Division meetings as needed (as determined in consultation with Department/Division Residential Faculty members), and maintains a meeting summary.
6. Establishes and attains, with Faculty participation, both Department/Division goals and the goals of the College Strategic Plan.
7. Fosters Faculty awareness of opportunities for Faculty involvement in the community and supports Faculty involvement in conjunction with the Instructional Deans and Vice President of Academic Affairs.
8. Participates in training programs as needed.
9. Performs other Department/Division functions related to the evolving needs of the college, in consultation with the Faculty and Administration.
10. Shares with other college personnel a responsibility for maintaining a clean and safe environment in all classrooms, labs, and other work areas.
11. Shares responsibility with other college personnel for interpersonal communication at all levels including student, Faculty, and Staff, actively promoting two-way open communication, information sharing, and feedback between Department/Division Faculty and the Administration.
12. Fosters and supports, with Faculty, diversity in teaching and learning concepts, content, and practices.

C. Faculty Evaluation Process for Chairs

The procedure described below is intended to give Department/Division Chairs constructive feedback concerning Faculty perceptions of the Chair's administration of the Department/Division. It is intended to facilitate communication within a Department/Division and to provide the evaluation process for Chairs described in Appendix D of the RFP.

1. The College President shall call for evaluations of Department/Division Chairs each spring. These evaluations will commence on the first Monday in April, and end on the second Friday in April.
2. The Faculty Senate shall be responsible for administering Department/Division Chair evaluations and for forwarding the results only to each individual Department/Division Chair. The Faculty Senate shall not retain any records of the evaluation results once distributed to the Chairs.
3. This evaluation is anonymous and is to be distributed to all residential Faculty members within the Department/Division.
4. The evaluation will include a Likert scale assessment of the Department/Division chair roles and responsibilities described in Section VI.B and may be administered electronically by a process that assures anonymity. Space will also be made available for comments. A paper version of the survey may also be made available, upon request. A Department/Division may add questions to the survey if such questions are approved by a majority of the Residential Faculty in the Department/Division. Results will be electronically compiled and made available to the Department/Division Chair only.
5. The purpose of this evaluation is for self-improvement. Department Chairs shall not divulge the results of the survey in any fashion that reveals, disparages or singles out particular respondents to the survey.

D. Instructional Councils

As per the RFP, the Department/Division Chair, in collaboration with the residential Faculty in the appropriate discipline, will designate Instructional Council members and report such designees to the appropriate Instructional Dean.

E. Reassigned Time and Pay for Chairpersons and Appointees

Department Chair reassigned time, pay and number of support staff shall be no less than as proscribed in section D.1.8 of the RFP. Compensation and/or reassigned time of Department/Division Chairs' appointees, such as Occupational Program Directors, Academic Program Directors, Evening Supervisors, Online Supervisors, will be as per existing College compensation policy (subject to RFP D.1.8, as stated above). In cases where there is no existing College compensation policy, Department Chairs and their appointees will jointly determine the compensation of the appointees and submit such plans to the College President or designee for approval. The parameters of this plan shall be in general conformity to those outlined in section D.1.5 of the RFP. The Vice Chancellor of Human Resources will review such plans for internal consistency.

VII. Occupational Program Directors, Academic Program Directors, Evening Supervisors, Assistant Department Chairs, Program Coordinators, On-line Supervisors

A. Occupational Program Directors

The Occupational Program Director (OPD) shall be a full time, residential faculty member whose duties involve primary responsibility for an occupational program. These duties include responsibility for the organization, administration, periodic review (including any applicable accreditation review processes), continued development, and general quality and effectiveness of the program. The Occupation Program Director will report to a Department Chair, and shall perform the following:

Curricular Duties:

1. Prepares the class schedules for program offerings in coordination with the offerings of other programs in the department.
2. Identifies new needs within the program and recommends modifications to the program, in consultation with other members of the discipline's Instructional Council, secondary schools and universities with whom GCC's program articulates, and members of community advisory committees, with whom the OPD meets at least once each academic year.
3. Coordinates program specific student outcomes assessment plan and is responsible for the annual student learning outcomes assessment report for submission the Department Chair.

Personnel Duties:

1. Recommends the hiring, participates in the evaluation and coordinates the orientation of new residential and adjunct faculty for the program.
2. Recommends the hiring, develops the work schedule and supervises staff personnel assigned to the program.

Administrative Duties:

1. Develops and maintains program catalog materials and program website.
2. Coordinates and provides program-specific student advisement.
3. Coordinates student recruitment and selection process for program.
4. Maintains records of student clinical and/or skills evaluations and student completion rates.
5. Involved in the identification and negotiation for off-campus classes and classrooms, as appropriate.
6. Coordinates e-learning activities for the program.
7. Initiates, submits and manages program budgets for operations (including supplies) and capital (including equipment).

If there are no full time faculty in a given Occupational Program, then such duties will be the responsibility of the Department Chair under which the Occupational Program falls.

B. Evening Supervisors, Academic Program Directors, Program Coordinators, Assistant Department Chairs and On-line Supervisors.

Each Department/Division Chair shall select any Evening Supervisors, Academic Program Directors, Program Coordinators, Assistant Department Chairs and On-line supervisors for her/his department. The Department Chair and each appointee will jointly agree upon the role and responsibilities of that appointee.

VIII. Process for Modifying Departments/Divisions

Any change of existing academic Departments/Divisions will require the consent of the College President in consultation with the Faculty Senate President, the Vice President of Academic Affairs, the appropriate Dean(s) of Instruction, and the Residential Faculty members of the affected Department(s)/Division(s).

A. Transition Status

A proposal for change shall provide the following:

1. Justification that the restructuring is beneficial to the Department/Division, the College, and particularly the students.
2. Identification of a similarity of issues or common interests that exist among the Faculty and teaching disciplines to be newly grouped together, to ensure a collegial atmosphere.
3. Description of the budget impact of the proposed reorganization to be prepared with the assistance of the Chief Financial Officer (CFO) and/or fiscal office.
4. Preparation of a plan to distribute existing budgets, classrooms, secretarial and other resources so that each of the newly created Departments/Divisions will be able to operate effectively.

IX. Process for Modifying the College Plan

A. Proposing Changes

Any College employee may present a proposal for change in the College Plan to the Faculty Senate.

B. Process for Change

1. A majority vote of the Faculty Senate is needed for a proposed change in the College Plan to be approved.
2. Any changes made by the Senate will be brought to the College President for approval.
3. Any changes in the College Plan do not go into effect until both the College President and a majority of the Faculty Senate agree upon the changes. If the College President does not approve of the Faculty proposal, then Faculty have the option of resubmitting.
4. All agreed upon changes take effect at the start of the next academic year (beginning of Fall Semester accountability).

C. Clerical Adjustments/Language Clean-up

1. Minor clerical adjustments, such as correction of grammatical errors, updates of section numbers referencing the Residential Faculty Policies, or clarification of terminology shall be made (by the College Senate, in consultation with the College President) in order to maintain the currency of this College Plan.
2. All changes subject to this section (IX.C) must be non--substantive in nature and designed simply to keep the College Plan current, accurate and unambiguous.
3. Should a proposed clerical change not be agreed by *both* the College President and the Faculty Senate President to be subject to section IX.C of this College Plan, the change will be subject to the process outlined in Section IX.B above.
4. It is understood that such clerical changes shall be made as a matter of course, by consensus of the College President and the Faculty Senate, and shall not require a Faculty Senate vote.
5. Notice of any such changes shall be presented to the College President and the Faculty Senate whenever they occur.

