

GLENDALE COMMUNITY COLLEGE  
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APPROVED  
05/16//2024

# Glendale Community College College Plan

# GCC College Plan

The College Plan cultivates participation in decision-making between the Faculty<sup>1</sup> and the Administration at Glendale Community College. A primary goal of the College Plan is to facilitate a collegial working environment and to facilitate effective communication in support of maximum effectiveness of the College in promoting student success. Refer to the Residential Faculty Agreement (RFA) for the definition of College Plan.

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<sup>1</sup> Faculty with capital "F" refers to Residential and Adjunct Faculty.

## **I. College Organization**

### **A. Administrative Structure**

1. The College shall employ the minimum number of executive, managerial, and administrative personnel necessary for effective and optimal College functioning.
2. At the beginning of each academic year, and as needed, the College President, in consultation with the Faculty Leadership (Faculty Senate, Adjunct Faculty Association Leadership, and Department Chairs), shall review and, when necessary, adjust the Administrative structure of the College.

### **B. Shared Governance**

1. In conjunction with Article 2 of the RFA and Article 6 of the AFH, the College Administration and the Faculty shall maintain open and effective communication and collaborative decision-making to support and maintain maximal shared governance at the College. Such communication shall include, but not be limited to, regular consultation between and among the College President, Vice Presidents, Deans, Employee Representation<sup>2</sup>, and Faculty Leadership<sup>3</sup> to ensure collaboration and maintenance of a healthy college environment.
2. The Shared Governance Council (SGC) is the first point of contact for all shared governance matters at GCC. The SGC is an advisory body that reviews matters of shared governance and provides recommendations and considerations to administration and the decision making bodies. The structure and process of shared governance by the SGC will be held in the GCC Shared Governance Handbook, and any changes to the Handbook will be coordinated by the SGC and approved by the Administration, Faculty, and Staff elected representative bodies (ERBs).

## **II. College Resource Planning**

- A. The College President shall, via the Integrated Resource Planning Committee (IRPC) and other budget processes solicit substantive Faculty input and recommendations regarding matters of College Budgetary, Master (Facilities), and Strategic Planning.

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<sup>2</sup> Employee Representation formerly known as EGO are the exclusive representatives of classified staff.

<sup>3</sup> Faculty Leadership includes the Faculty Senate, Department Chairs, and Adjunct Faculty leadership.

### III. College Staffing for Faculty Positions

- A. College Faculty Staffing Advisory Committee (CFSAC) - The Residential Faculty Agreement (RFA), under Article 1 (Definitions), establishes the scope and purpose of the CFSAC:

The College Plan furthermore stipulates that membership on the CFSAC will include:

1. The President of the Faculty Senate (non-voting).
  2. One Chair of Chairs (non-voting).
  3. All Instructional Deans (non-voting), serving the function of the "appropriate instructional administrator," as stipulated in the RFA (see above).
  4. The VPAA will be invited to attend any CFSAC meeting as an optional guest (non-voting).
  5. Voting members of CFSAC will consist solely of non-Chair Residential Faculty selected by the Faculty Senate, chosen to be as broadly representative of the various departments as possible, inclusive of large/small departments, STEM/Arts, CTE/Service/Academic departments, etc. No department will be represented by more than one Residential Faculty member.
- B. RFA Staffing Mandates. The proportion of Residential / Adjunct Faculty, and the ratio of Service Faculty (Library and Counseling) to 45th Day FTTE/FFTE values, will be followed as per Article 14 of the RFA.
- C. College Faculty Staffing Process. The CFSAC, in consultation with Faculty constituents (e.g., Faculty Senate and Department Chairs), will develop the Faculty Staffing Process, which may be found in Appendix C.
- D. Key Faculty Staffing Deadlines. The CFSAC will be responsible for establishing and adhering to deadlines guiding faculty staffing policy, pursuant to the RFA and the College Plan. In doing so, four key deadlines shall be adhered to in the faculty staffing process:
1. WoA +30: The Ranked Faculty Staffing List prepared by Institutional Research (IR) – per the CFSAC-defined quantitative data components and ranking algorithm – and distributed to Department Chairs and the College Faculty Staffing Advisory Committee. (~ Sep 15)
  2. WoA +45: Submission of Department Chair Justifications explaining extenuating circumstances and additional relevant information – shall be submitted by the Department Chairs to the CFSAC. (~ Sep 30)
  3. WoA +60: The CFSAC shall evaluate the Ranked List and additional context provided by Department Chairs in their Rebuttal statements,

whereupon CFSAC shall develop and present a list of staffing recommendations to the Department Chairs, Faculty Senate, VPAA, and College President. (~ Oct 15)

4. WoA +75: The College President shall announce approved Faculty Staffing requests as soon as possible after receiving CFSAC recommendations – and ideally by the end of October – in order to provide adequate time for commencing the Faculty hiring process each year. (~ Oct 30)
  5. HR/Search Process: Once the Hiring Manager has submitted the hiring plan, the HR office will respond within seven days with either approval or recommendations for resubmission.
- E. Communication. The CFSAC shall be invited to have at least one representative attend Department Chairs' meetings when staffing is discussed. The CFSAC will keep the Faculty Senate informed by providing reports at the monthly Faculty Senate meetings.

#### **IV. Probationary Faculty Evaluation**

- A. Following Article 17 of the RFA, to provide significant professional growth and development, evaluation of Probationary Faculty members at the College shall be conducted by the Peer Assistance and Review Committee (PARC). The 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 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). Note: This paragraph is not directly quoted from RFA.

#### **V. Faculty Senate President-Elect Reassigned Time**

- A. 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. Mid-semester changes in leadership will result in a conversation between the impacted individuals, the VPAA, and GCC HR regarding appropriate compensation.
- B. 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 to various College and District meetings during both the Fall and Spring semesters.

**VI. Summer Compensation for Faculty Senate President**

- A. During the Summer months, the FSP in consultation with the VPAA may request a summer contract outlining anticipated work with aligned appropriate compensation.

**VII. Faculty Commencement Speaker**

- A. The Faculty Senate will develop a process for selecting the Faculty Commencement Speaker. The name of the chosen Speaker will be forwarded to the Commencement Committee by the 4th Friday of February.

**VIII. Department Chairs**

- A. The position of Department/Division Chair is a faculty leadership position held by a Residential Faculty member with roles and responsibilities supporting departments/divisions as determined by the RFA.

- B. Procedures for Selecting Department Chairs

- 1. Eligibility

- a) Chair eligibility will be determined by the RFA. Consultation with the Dean and the VPAA will occur as needed during the process.

- 2. Terms

- a) Department Chairs are elected to a three-year term of office. There shall be no limitation on the number of terms that a Department Chair may serve.
    - b) A department chair's three-year term ends on the day after commencement in the third year. The outgoing and incoming chairs should collaborate to ensure the summer program chair responsibilities are met. The incoming chair will start their term no later than the first day of accountability in the fall.

- 3. Selection Process

- a) Nominations

- (1) Candidate eligibility for the position of Department Chair shall be determined by the RFA Article 7.2.1.
      - (2) The nomination and selection process for Chairs will begin during the final Fall semester of the elected 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. (See Section 4 for Election Timeline.) The President will provide Residential Faculty members with a form with which to submit electronic nominations. Department members may self-nominate or may be nominated by another Department member with the Chair candidate's permission. The College President's Office will verify nominated individuals' willingness to serve.

b) Voting Process

- (1) Those eligible to vote in elections for Department Chair must be Residential Faculty members whose responsibilities are more than fifty percent within the Departments holding the elections.
- (2) Online ballots will be emailed to each Residential Faculty in the Department, including those on sabbatical leave and/or academic leave, no later than the 3<sup>rd</sup> Friday of October. Members of the Department will vote for only one candidate. These ballots will be cast by the 4th Friday of October.
- (3) 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 Chair. The candidate receiving at least 51% of the votes cast in a Department/Division will be elected.
- (4) If no one receives at least 51% or there is a tie, a runoff will be held between the two candidates who received the most votes. The same counting procedure as stated above will be used.
- (5) If the runoff election results in a tie, the College President will select a Department Chair from this second slate.

4. Announcement of Election Results

- a) The College President will first contact all candidates with the results upon the completion of balloting. After all candidates have been notified of the election results, the College President will announce results to the Department Faculty no later than November 8.

Deadline/Timing	Process
1 <sup>st</sup> Friday of October during third year of Chair term	Call for nominations
2 <sup>nd</sup> Friday of October	Notify Departments of nominees and final call for nominations
The Monday after the 2 <sup>nd</sup> Friday	Close nominations
3 <sup>rd</sup> Friday of October	Ballots distributed
No later than the 4 <sup>th</sup> Friday of October	Voting deadline
No later than November 1	Ballots counted
No later than November 8	President contacts all candidates with election results upon completion of balloting; in case of a tie, a second ballot is distributed
No later than November 9	Chair-elect announced

### C. Vacancy

1. If for any reason a Department Chair Position becomes vacant during the Fall or Spring semester before the term of office expires, the vacancy for the remainder of the term will be filled immediately. The Department will have one week to submit eligible candidates and then one week to vote. The ballots will be distributed and counted as stated above. If there is a tie or no one receives a majority<sup>4</sup>, the procedures as stated above will be used.
2. If for any reason a Department Chair Position becomes vacant during the summer, the Assistant Chair(s), Evening Supervisor(s), Occupational Program Directors(s) (OPDs), Educational Program Director(s), and/or Program Coordinator(s) 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 is/are no Assistant Chair(s), Evening Supervisor(s), Program Director(s), or Program Coordinator(s), 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.

<sup>4</sup> Majority defined in accordance with Robert's Rules. Visit Robert's Rules FAQ's to know what is considered a majority. [FAQs - Official Robert's Rules of Order Website](#)



D. Removal and Recall

1. See Article 7 of the RFA.

E. Interim Elections

1. To allow for an organized transition period, Department Chairs deciding to resign in advance of the normal end of their elected term may request that a special Department Chair election be held. Such a request shall be made directly to the College President, who will call the Department election, upon approval of the request. The President will follow the standard nomination/selection process outlined above with an adjusted timeline based on the circumstances of the election.

F. Contested Election

1. If an election or the election process is contested, an appeal will be decided by a committee composed of the College President, the appropriate Dean of Instruction, the Senate President, and two additional faculty members 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.

G. Department Chair-Elect Reassigned Time

1. Residential Faculty who will be Chairs for the first time shall be given three hours of reassigned time during the Spring semester prior to their taking office. Chairs elected through an interim process will receive the reassign time in the semester prior to their taking office. The purpose of this is to allow them the time necessary to attend Department Chair meetings, to learn computer systems and other necessary skills, and to be mentored in Chairs' roles and responsibilities first-hand by the outgoing Chair or another Chair. Outgoing Department Chairs shall (as a matter of professionalism and responsibility to their Department, 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 Chair.

H. Program Variability

1. Program variability funding addresses supervision needs not directly related to Load and Load-Equivalents (RFA, Article 7.4.5). The process will be followed as outlined in The Variability Request Process and Timeline and Rubric for Variability Requests.

I. Roles and Responsibilities of Department Chairs

1. See Appendix A.

## **IX. Department/Division Chair Evaluation**

- A. Each Department/Division Chair shall be evaluated annually by the appropriate Vice President, or designee, Residential Faculty members, Adjunct Faculty members, and staff in the Department/Division. The evaluation shall include a review of the current year as well as plans for the following year. The annual evaluations of the Department/Division Chair will be completed no less than thirty (30) days prior to the Department/Division Chair elections.

Faculty leaders performing delegated duties, including Occupational Program Directors (OPDs), will be evaluated as described in the relevant department charter.

1. The procedure detailed below is intended to give the VPAA or designee, Faculty, and staff in a department an opportunity to share, in a constructive manner, their perceptions of the leadership and management of the department by the Department Chair. The resulting feedback will be compiled by the Office of Institutional Effectiveness (IE) and then shared with the Department Chair as a tool for self-reflection and professional development. It is intended to facilitate communication within a Department and to provide the evaluation process for Chairs described in Article 7 of the RFA. Note: The process below is not found in the RFA.
  - a) The College President shall call for evaluations of Department Chairs each Spring. These evaluations will commence on the first Monday in April and end on the second Friday in April.
  - b) The Faculty Senate will oversee the evaluation process.
  - c) Faculty Leadership will work with other constituency groups to develop a tool for the evaluation of the Department Chairs by affiliated Faculty and staff. The evaluation may include a Likert scale to assess the Chair's achievement of the Department Chair duties, roles, and responsibilities as outlined in the RFA. The evaluation form will be reviewed and revised, as necessary, whenever the RFA is updated. The Chair evaluation will be administered by IE using an electronic process that maximizes anonymity. Space will also be made available for comments.
  - d) Institutional Effectiveness shall also be responsible for compiling the responses from Faculty and staff, and for forwarding the aggregate results only to each individual Department Chair. Institutional Effectiveness will retain the record for the time they are legally obligated.
  - e) The VPAA or designee will hold a meeting with each Department Chair to discuss his/her reflections on the feedback that the Chair has received as well as the department's plans for the upcoming year.

**X. Reassigned Time and Pay for Chairs and Appointees**

- A. Department Chair and Appointees' reassigned time, pay, and number of support staff shall be no less than as prescribed in the RFA (see 7.4.3).

**XI. Department Charters**

- A. Departments will maintain a charter in alignment with the RFA. Departments will provide an annual update to the Faculty Senate President by 15 October. See Appendix B for the Department Charters.

**XII. Occupational Program Directors and Other Supervisory Roles**

A. Occupational Program Directors

- 1. The Occupational Program Director (OPD) shall be a Full-Time Faculty member, or Adjunct 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.

If there are no Faculty willing to serve as OPD in a given Occupational Program, then such duties will be the responsibility of the Department Chair under which the Occupational Program falls.

- 2. The Occupational Program Director will report to a Department Chair, and in addition to the duties outlined in the RFA, the OPD will be responsible for the following duties:

a) 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.
- (3) Hold an Advisory Committee meeting at least once per academic year per occupational program. The Advisory Committee should consist of at least four to five representatives from outside organizations/industries/agencies. The Program Director will provide the meeting

date and agenda to the Dean of CTE prior to the meeting, and will provide meeting minutes following the meeting. Agenda discussion items and minutes should follow the guidelines listed in the Resource Handbook for CTE Advisory Councils.

- (4) Coordinates program-specific student outcomes assessment plan and is responsible for the annual student learning outcomes assessment report for submission to the Department Chair. Coordinates program review and assessment as instructed by CART.

b) Personnel Duties

- (1) Recommends the hiring, participates in the evaluation of, 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.

c) 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).
- (8) Provides input to college committees to support technology and equipment needs of CTE Programs.
- (9) Requests technology, software, and equipment specific to their programs.
- (10) Maintain records, provide documentation, and ensure compliance of specialized programmatic accreditation requirements as appropriate.

**B. Selection of Non-Chair Departmental Leadership**

1. In accordance with their Department Charter, Department Chairs shall oversee the selection of any other department supervisory roles.
2. Appointees will fulfill position responsibilities in accordance with the RFA, College Plan, and Department Charter. The Department Chair may remove any individual not fulfilling their position responsibilities.

**XIII. Process for Modifying Departments**

A. Any change of existing academic Departments 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).

**B. Transition Status**

1. A proposal for change shall provide the following:
  - a) Justification that the restructuring is beneficial to the Department, the College, and particularly the students.
  - b) 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.
  - c) Description of the budget impact of the proposed reorganization to be prepared with the assistance of the District and/or college fiscal office.
  - d) Preparation of a plan to distribute existing budgets, classrooms, secretarial, and other resources so that each of the newly created Departments will be able to operate effectively.

**XIV. Process for Modifying the College Plan**

**A. Proposing Changes**

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

**B. Process for Change**

1. Each Fall Accountability Week, a College Plan Task Force, consisting of the Faculty Senate President, three additional Faculty senators, four Department Chairs, one Elected Adjunct Faculty Representative, and three academic Deans will convene. This task force will determine if there are any necessary or desired changes to the College Plan to be discussed. If changes are desired, the task force will schedule meetings

over the school year, as needed, to address and propose any modifications to the College Plan.

2. Any changes proposed by the College Plan Task Force will be brought to the Faculty Senate, Department Chairs, Adjunct Faculty Representatives, and College President for feedback and recommendations.
3. Majority vote of the Faculty Senate and majority vote of the Department Chairs are needed for a proposed change in the College Plan to be forwarded to the President for final review and approval before the end of March.
4. Any changes made by the College Plan Task Force will then be brought to the College President for approval.
5. Any changes in the College Plan do not go into effect until both the College President and a majority of the Faculty Senate and majority of the Department Chairs agree upon the changes. If the College President does not approve of the Faculty proposal, then Faculty have the option of re-submitting.
6. All agreed upon changes take effect at the start of the next academic year (beginning of Fall Semester of accountability) unless exigent circumstances warrant an immediate change.

#### C. Clerical Adjustments/Language Clean-up

1. Minor clerical adjustments, such as correction of grammatical errors, updates of section numbers referencing the RFA, or clarification of terminology shall be made by the Faculty Senate, in consultation with the College President in order to maintain the currency of this College Plan.
2. All changes subject to this section (XII.C) must be non-substantive in nature and designed simply to keep the College Plan current, accurate, and unambiguous.
3. If the College President and the Faculty Senate President do not agree on a proposed clerical change as subject to Section XII.C of the College Plan, then the change will be subject to the process outlined in Section XII.B above. 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. Notice of any such changes shall be presented to the College President, the Faculty Senate, and the Department Chairs whenever they occur.

**XV. Approval Signatures**

This College Plan is approved by the undersigned, as of the dates provided below, and shall go into effect at the beginning of the Fall Semester immediately following this date, as provided in Section XII.B.6.

College President

Tiffany Hernandez      [Signature]      5.16.24  
Name                                  Signature                                  Date

Faculty Senate President

Erik Gergus      Erik Gergus      5/16/2024  
Name                                  Signature                                  Date

## **Appendix A: Roles and Responsibilities of Department Chairs**

In addition to the duties outlined in the RFA, the responsibilities of Department Chair vary among the Academic, Occupational and Service Departments. This job description represents typical duties of a Department Chair, and while some duties may not apply in all cases, additional duties may be required in others.

### **I. Administration of Department Staffing**

- A. Facilitate the hiring of Residential Faculty, including serving or appointing a designee as Chair of the search committee.
- B. Facilitate the hiring and evaluation of Adjunct Faculty.
- C. Identify, select, and evaluate other supervisory and nonsupervisory roles in accordance with the established Department procedures in the College Plan.
- D. Supervise, support, and evaluate Residential Faculty according to the RFA.
- E. Supervise, support, and evaluate staff and temporary employees according to the Staff Policy manual.
- F. Communicate College and district objectives, policies, and procedures to Department Faculty and Staff.
- G. Follow the appropriate process for retention or dismissal of Department Faculty, Adjunct Faculty, and Staff.
- H. Facilitate the supervision of student-workers in the Department.

### **II. Management of Department Affairs**

- A. Facilitate Department meetings as needed.
- B. Facilitate full and transparent communication between Department members and College administration.
- C. Plan, manage, and oversee class schedules.
- D. Participate in resolution of conflict in accordance with District policies.
- E. Participate in resolution of student complaints in accordance with District policies.
- F. Plan, manage, and oversee Department budgets and ensure public stewardship of Department resources.
- G. Assign teaching schedules to Department Faculty and other responsibilities as to comply with District and College policy.
- H. Inform Adjunct Faculty of certification requirements, attendance regulations, and other responsibilities assigned.



- I. Review, approve, and submit Department reports including annual Department reports, program reviews, and staffing requests.
  - J. Develop and administer a procedure for use of substitute personnel in the Department.
  - K. Prepare and maintain catalog materials related to the Department.
- III. Coordinate the Improvement of Instruction
- A. Facilitate the selection and approval process for textbooks and related materials.
  - B. Recommend the revision, deletion, and addition of Department courses.
  - C. Work with advisory committees in the development of new curricula appropriate for the Department.
  - D. Facilitate Department programs' documentation of evidence-based practices for assessing and improving intended outcomes by engaging the Department in assessment-related topics and activities.
  - E. Coordinate the required development and modification of Occupational Program competencies, where appropriate.
- IV. Facilitate Department/Administrative/Community Relations
- A. Serve and participate in peer leadership groups (e.g. Chair Council, Curriculum Committee, etc.)
  - B. Facilitate articulation with other educational institutions at the Department level.

## Appendix B: Department Charters

The [Department Charters](#) are maintained by the Faculty Senate and are linked for ease and accessibility.

## Appendix C: Residential Faculty Staffing Process

### **Residential Faculty Staffing Process**

This document outlines the process used by department chairs, the College Faculty Staffing and Advisory Committee (CFSAC), and college administrators, to determine the ranking of college and department needs for residential faculty and determine how many and which Faculty Staffing requests will be supported. This process must abide by the current Residential Faculty Agreement (RFA) and College Plan. The process contains four primary steps:

1. [The Quantitative Model Ranking](#)
2. [The Department Chair Justification](#)
3. [The CFSAC Committee Review](#)
4. [The Administrative Review and Final Decision](#)

#### **Key parts of the RFA that guide the process:**

1. Article 14 of the RFA provides the guidelines for Residential Faculty Positions. The key aspects of Article 14 that must be followed are:
  - Positions are based on total instructional load for the most recently completed Fall and Spring semesters in the same academic year.
  - At the individual Colleges, a minimum of 60% of the total instructional load shall be taught by Residential Faculty
  - Residential Library Faculty and Residential Counseling Faculty authorized positions are based on Fall Full-Time Student Equivalent (FFTE). There will be a minimum of one (1) Residential Library Faculty and one (1) Residential Counseling Faculty per 1000 FFTE, inclusive of dual enrollment.

## Definitions

The following section defines the terms and data used in the staffing process. The location where the data will be retrieved for the quantitative model is provided with its definition.

### **College Faculty Staffing Advisory Committee (CFSAC) (RFA Article 1)**

The College Faculty Staffing Advisory Committee will consult with Faculty Chairs and other appropriate personnel in order to make recommendations on the staffing of Residential Faculty positions. This committee consists of the appropriate instructional administrator(s) and at least four (4) Residential Faculty appointed by the Faculty Senate President. The instructional administrator will be a non-voting member of this committee.

2023-2024 Residential Faculty Agreement Relevant data related to the college will be provided to the committee by the appropriate college personnel as requested by the College Faculty Staffing Advisory Committee. Relevant data includes, but is not limited to, the Residential/Adjunct Faculty ratio by discipline, the FTTE/FFTE ratio by discipline, FFTE by discipline, headcount by discipline, and the number of budgeted Residential Faculty lines at the college. The committee's recommendations will be delivered to the College President.

### **Department Load**

The total load or load equivalent for the department/division from the previous Fall and Spring semesters.

**Data:** This data is retrieved from <https://dashboards.maricopa.edu/#/views/FacultySupervisoryPayBudgetReport/DivisionSupervisoryPayReport?iid=1>) for each of the previous Fall and Spring semesters.

### **Department Supervision Reassign (RFA 7.4)**

The RFA has remuneration for supervision defined in section 7.4. Department chairs have a choice of selecting Chair-40 or Chair-34. If the department chair chooses chair-34, then the department/division will receive an additional 13 load hours of reassigned time to be distributed among the department/division supervisory roles. Selecting Chair-34 results in the maximum number of reassigned time load or load equivalent hours for the department/division, so the number used in this model will be calculated using the chair-34 option in the RFA and the remuneration outlined in 7.4.3 of the current RFA.

**Data:** This data is retrieved from <https://dashboards.maricopa.edu/#/views/FacultySupervisoryPayBudgetReport/DivisionSupervisoryPayReport?iid=1>) for each of the previous Fall and Spring semesters.

### **Faculty Service Areas (FSA) (RFA Article 1)**

A Faculty Service Area is the area or areas in which Faculty perform their duties. For Residential Faculty, the primary FSA is the FSA in which the majority of the Residential Faculty member's instructional load is taught over the most recently completed academic year. For Service Faculty, the primary FSA is the service area in which the faculty member has worked the majority of hours over the most recently completed academic year.

## Faculty Service Area Load (FSA Load)

The total load or load equivalent for the FSA from the previous Fall and Spring semesters for the FSA.

**Data:** This data is retrieved from (<https://dashboards.maricopa.edu/#/views/FacultySupervisoryPayBudgetReport/DivisionSupervisoryPayReport?.iid=1>) for each of the previous Fall and Spring semesters.

## Fall Full-Time Student Equivalent (FFTE) (RFA Article 1)

The Fall Full-Time Student Equivalent (FFTE) is calculated by dividing the total number of attempted credits of all students (part-time and full-time) by 15, which would represent the total number of students if all students were enrolled full-time.

**Data:** This data is retrieved by Institutional Research.

## Fill Rate

The fill rate for an individual class is calculated by taking the number of students enrolled in a class in week one of the semester and dividing it by the final class capacity for major sections only. The final class capacity is to be agreed upon with the appropriate administrator. The fill rate for the FSA is calculated by averaging the fill rate for all classes offered by the FSA for the previous year's Fall and Spring semesters.

**Data:** This data is retrieved from (<https://dashboards.maricopa.edu/#/views/ClassScheduleDashboards/ClassDetail?.iid=1>) using data from the column entitled "Fill Rate" from week 1 for each of the Fall and Spring semesters for each FSA. We will only include major classes so "show minor classes?" should be chosen as "no, combine minor classes with major". Dual enrollment classes should also be excluded by selecting "non-dual classes" from "class dual status". Private instruction should be excluded using the "instructional mode" menu.

## Full-time teacher equivalents (FTTE) (RFA 14.1)

The FTTE for an FSA is calculated by taking the total load/load equivalent for the given FSA from the previous Fall and Spring semesters and dividing it by 30 (as faculty are required to teach 30 load hours per academic year). That is,

$$FTTE = \frac{\text{total instructional load}}{30}$$

**Data:** This data is retrieved from

(<https://dashboards.maricopa.edu/#/views/ClassScheduleDashboards/ClassDetail?.iid=1>) using data from the column entitled "Total Load" from week 1 for each of Fall and Spring semesters for each FSA. We will only include major classes so "show minor classes?" should be chosen as "no, combine minor classes with major". Dual enrollment classes should also be excluded by selecting "non-dual classes" from "class dual status"

## Load and Load-Equivalents (RFA Article 1)

The term Load is used to quantify work related to teaching. Full-Time Instructional Faculty are accountable for 15 Load hours of teaching per semester. The term

Load-Equivalent is used to quantify workload related to Full-Time Service Faculty non-instructional work. Full-Time Service Faculty are accountable for 15 Load-Equivalent hours per semester. Each Load hour of teaching or Load-Equivalent hour of Service Faculty work equates to two (2) clock hours of work per week during the semester.

## **Step 1: The Quantitative Model Ranking**

The quantitative model uses data to calculate the current need and predict the future need for residential faculty for the given [Faculty Service Area \(FSA\)](#). The model determines an FSA's faculty need by considering three primary areas of need, instruction, reassign time, and the service faculty ratio (for the Library and Counseling FSAs only).

The current Instructional need, supervision reassign, and Service Faculty ratio calculations are defined and explained below.

### **1. Instructional Need**

To determine the instruction need, the model considers [Full-time teacher equivalents \(FTTE\)](#), the requirement of a minimum of 60% of the load be taught by Residential faculty (RFA Article 14), the FSA's [fill rate](#), and the Administration's goal of an 80% fill rate for our classes. The instructional need is calculated by taking the FSA's FTTE (the total number of residential faculty needed if 100% of classes were taught by residential faculty), multiplying that times 0.60 to adjust for 60% being residential faculty, and then multiplying that times the ratio of the fill rate and 0.80 to adjust for the desired goal of 80% capacity. The data is taken from the previous academic year (Fall and Spring Semesters). That is,

$$\text{Instructional Need} = (\text{FTTE})(0.60) (\text{fill rate}/0.80)$$

### **2. Supervision Reassign for FSA**

To determine the supervision reassign time for the FSA, the model considers the [department's supervision reassign time](#), the [FSA's load](#), the [department's load](#), and the fact that residential faculty are supposed to teach 30 load hours per academic year (Article 5 of the RFA). The Supervision reassign time is calculated by dividing the department's supervision reassign time by 30 to determine how many residential faculty will be needed to replace the supervision reassign time, then it multiplies this number times the ratio of the FSA load to the department load to adjust for the individual FSA's portion of the department's reassign time. The data is taken from the previous academic year (Fall and Spring Semesters). That is,

$$\text{Supervision Reassign} = (\text{Department Supervision Reassign}/30) \cdot (\text{FSA load load}/\text{Department load})$$

### **3. Service Faculty Ratio (Counseling and Library FSA's only)**

The service faculty ratio, as defined and required by the RFA section 14.1.2, requires that there be a minimum of one (1) Residential Library Faculty and one (1) Residential Counseling Faculty per 1000 [FFTE](#), inclusive of dual enrollment. The model calculates

the number of faculty needed based on this 1000:1 ratio for the counseling and library faculty only. The data is taken from the previous academic year (Fall Semester). That is,

$$\text{Service Faculty Ratio} = \text{FTTE} / 1000$$

## Calculating the Current Need

To determine how many residential faculty the FSA currently needs, the model adds the current Instructional needs, supervision reassign time, and the service faculty ratio (for counseling and library only). That is,

$$\text{Current Need} = \text{Instructional Need} + \text{Supervision Reassign} + \text{Service Faculty Ratio}^*$$

\*Counseling and Library only

Now that the model has predicted how many residential faculty the FSA currently needs, it subtracts how many residential faculty members the FSA currently has to determine its Current Need Score (i.e. a score of +2 would indicate the FSA needs 2 more Residential Faculty). That is,

$$\text{Current Need Score} = (\text{Current Need}) - (\text{Current number of Residential Faculty in FSA})$$

Once the scores have been tabulated for all of the FSA's, the model determines the mean of the scores, the standard deviation of the scores, and then determines each FSA's z-score value, a value which provides a rank not only by location but by distance compared to the rest of the scores. That is,

$$\text{Current Need Z-Score} = \frac{\text{Current Need Score} - \text{Average Current Need Scores}}{\text{Deviation of the Current Need Scores Scores}}$$

## Predicting the Future Need

The model also predicts how many residential faculty members the FSA will need in five years using the previous \*five years\* of data and the "growth" function in Google Sheets, a function that predicts a future value using an exponential regression. A five-year time frame was chosen to be consistent with the RFA (16.3) and the residential faculty's probationary period. An exponential regression model was chosen as it was more accurate for the college-wide data than a linear and polynomial regression (higher r-squared value).

The model uses data over the previous \*five years\* for the calculations, however, trends calculated using data prior to Covid may be very inaccurate. Thus,

- In FA'23, the previous 3 years of data will be used
- In FA'24, the previous 4 years of data will be used
- In FA'25', and beyond, the previous 5 years of data will be used

To use the "growth" function in google sheets to predict a data value in five years, input

= GROWTH (select the cells containing the specified data for the last \*5 years\*, select the cells containing the last 5 years numbers, current year + 5)

This function will be used on the last \*5 years\* of corresponding data to predict future instructional need, supervision reassign, and the service faculty ratio in five years.

In alignment with determining the Current Need, to predict how many residential faculty the FSA will need in five years, called Future Need, the model will add the predicted instructional need in five years, the predicted supervision reassign in five years, and the predicted service faculty ratio in five years. Just like determining the Current Need Score, the Future Need Score is calculated by subtracting the number of Residential Faculty the FSA currently has from its Future Need. Again, in alignment with the Current Need Z-Score, the model will determine each FSA's Future Need Z-Score.

### **Final Quantitative Model Score and Ranking**

To determine the FSA's final score and ranking for the Quantitative Model, the model averages the FSA's two z-scores for the current need and the predicted future need. That is,

$$\text{FSA's Final Score Used for Ranking} = (\text{FSA's Z-score for Current Need} + \text{FSA's Z-score for Predicted Future Need}) / 2$$

All FSAs for GCC will then be ranked based on their Final score. As per the College Plan, this ranking will be distributed to the department chairs no later than the Week of Accountability + 30 days (~Sep 15).

## **Step 2: The Department Chair Justification**

The purpose of the Department Chair Justification is to provide an opportunity for department chairs to emphasize their need for a Residential faculty position, provide additional context and relevant information, or dispute the ranking of the quantitative model. This information will be collected in a Google form and then downloaded and stored and archived annually with the VPAA office. A form will need to be filled out for each individual FSA that the department chair wants to advocate for hiring a residential faculty member. As per the College Plan, this form must be filled out by the Week of Accountability +45 days (~Sep 30). The process is as follows:

1. Department chairs will contact their deans for comments/feedback regarding the residential faculty need for each FSA in writing.
2. Department chairs will fill out the following Google Form for each FSA they are requesting a residential faculty position. They will include their Dean's comments/feedback in this form.

[https://docs.google.com/forms/d/e/1FAIpQLSfTI3Bd1UDOT6DcvJ\\_AeinIsIT-jwpB\\_7NI17fIzBsasAFcUg/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSfTI3Bd1UDOT6DcvJ_AeinIsIT-jwpB_7NI17fIzBsasAFcUg/viewform?usp=sf_link)

3. The results of the Google form will be shared with all department chairs, administration, and the CFSAC committee members for transparency no later than the Week of Accountability +45 days (~Sep 30).



### **Step 3: The CFSAC Committee Review**

After the Week of Accountability + 45 days (~Sep 30), the due date of the Department Chair Justification forms, the CFSAC will review the Quantitative Model rankings and all of the department chair justification forms that were submitted, then provide a final ranking by FSA for administrative review. As per the College Plan, this final ranking will be provided to the Administration no later than the Week of Accountability + 60 days (~ Oct 15). The process is as follows:

1. The CFSAC will review each Department Chair Justification form and categorize it as High Need, Medium Need, and Low Need. Examples of High Need may include the life or death of a program, the inability to offer key classes in a program, or being out of alignment with the RFA such as the 1000:1 Service Faculty ratio. Examples of Medium Need may consist of an FSA ranking high on the quantitative need model and the department chair argument including a compelling rationale. Examples of Low Need may encompass situations where the FSA ranks low on the quantitative model, data does not support the need, and/or the chair failed to submit a form or did not provide a compelling argument to justify their need.
2. Once all of the Department Chairs Arguments have been categorized, all of the High Need positions will be re-ranked according to their position in the Quantitative Staffing Model. The process will be repeated for medium and low needs as well. This will create the final reranked list by FSA.
3. This final ranked list will be shared with the department chairs, administration, and the CFSAC committee members for transparency no later than the Week of Accountability + 60 days (~ Oct 15).

### **Step 4: The Administrative Review and Final Decision**

After the final rankings by the CFSAC committee have been provided to the Administration, an Administrative Team including, but not limited to, the deans of Academic Affairs and the Vice President of Academic Affairs, will review the final ranked list from the CFSAC committee and determine how many and which positions they will support for hire. The Administrative Team may need to consider additional information, such as any data listed in 16.3.1 Data Analysis of the RFA, to help inform their decision. As per the College Plan, the College President shall announce the approved Faculty Staffing requests with rationale as soon as possible, hopefully no later than the Week of Accountability + 75 days (~Oct 30), to the Department Chairs and the CFSAC committee.

