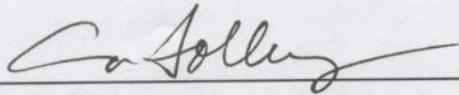


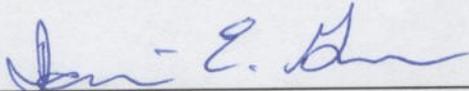
## PHOENIX COLLEGE PLAN

Agreed to on March 12, 2010 by  
(date)



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**Dr. Anna Solley**  
**President, Phoenix College**



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**Ignazio E. Genna, J.D., M.A.**  
**President, Phoenix College Faculty Association**

# Phoenix College Plan

## General

**Whereas:** Formal appointments of Department Chairpersons are the prerogative of the Chancellor and the Governing Board of the Maricopa County Community College District; and,

**Whereas:** The President of Phoenix College serves in an advisory capacity to the Chancellor and the Governing Board of the District in the selection and retention decision process for Department Chairpersons at Phoenix College; and,

**Whereas:** Appendix D of the Residential Faculty Policy Manual adopted by the Governing Board, hereinafter referred to as RFP, provides for participation of faculty members in the selection and retention decision process; and,

**Whereas:** The President, Administration, and Faculty of Phoenix College are jointly committed to the practice and value of Shared Governance; and,

**Whereas:** The President of Phoenix College desires the participation of the college faculty in the selection and retention decision process; and,

**Whereas:** By majority vote, the Phoenix College Faculty Association adopted and approved a procedure for participation on November 2, 1971, and an amended procedure on February 9, 1972; and subsequently on December 1, 1987; December 2, 1997; March 6, 2003; December 12, 2008; and March 12, 2010; and,

**Whereas:** Certain problems with those adopted procedures manifest themselves in the interim, and the administration and faculty of Phoenix College desire to provide a flexible but autonomous procedure at the department level; and,

**Whereas:** The primary purpose of department chairperson evaluation is to promote self-improvement and to facilitate a collegial working environment

**Therefore:** The faculty and administration of Phoenix College adopt the following definitions and articles for faculty participation in the selection, retention and evaluation procedures for department chairpersons. Such policy shall be adopted in any department which has not adopted a different procedure. If a two-thirds (2/3) majority of the members of any department wish to adopt a procedure other than that contained herein, their petition for a variance must be approved by a majority vote of the Senate, subject to final approval by the President of the College.

## Definitions

1. **Election timetable:** Departments will hold elections every three years between March 1 and April 15.
2. **Department:** A division of academic concentration as commonly defined in the catalog of the college.
3. **Elector:** Any faculty member under a continuing and full-time contract as defined by the RFP, both provisional and appointed, including those on sabbatical leave, leave of absence, temporary assignment, split-duties, temporary disability, or other authorized department absence at the time of the elections and without regard to tenure of service or length of service remaining.
4. **Candidate:** Those faculty members who have applied for a position on the ballot and have had their candidacy approved by the President of the College. Eligible candidates include all electors as defined hereinabove.
5. **Arbitration Committee:** An ad hoc committee composed of the appropriate Vice President, the President of the Faculty Association, and a faculty member at large selected by the President of the Faculty Association and approved by the appropriate Vice President.
6. **Nominee:** Any person who has nominated him/herself or has been nominated by another for consideration by the President of the College as a candidate by March 1 in the election timetable.
7. **Split-Duties:** A situation in which an elector is assigned temporary duties in a department outside normal academic placements; in which an elector is serving in a temporary assignment with the district; or, in which a permanent assignment between departments exists.
8. **Department Chair:** That person elected or appointed from among the faculty within the department who shall administer the affairs of the department; who are accountable for the supervision or management of the department; who shall serve as liaison between department members and the college administration; and, who shall carry out all other duties imposed by the Governing Board and the Chancellor of the district, and by the President and administration of the college, as those duties and responsibilities are defined in the various rules, policy statements and regulations of the district.
9. **Occupational Program Director:** The person who shall be responsible for an approved occupational program; shall be accountable for the supervision and management of that program.
10. **Academic Program Director:** The person who shall be responsible for an

approved academic program; shall be accountable for the supervision and management of that program.

11. **Faculty Association:** The Faculty Association of Phoenix College, as defined by its Constitution.
12. **Faculty Senate:** The elected representatives and officers of the Faculty Association.
13. **Professional Rights and Responsibilities Committee:** An elected standing committee of the Phoenix College Faculty Association that concerns itself with issues initiated by faculty or administrative sources, which relate directly or indirectly to the conduct of matters of professional rights and responsibilities.
14. **Chair Council:** The council of chairpersons convened by the Vice President of Academic Affairs or designee.
15. **Election/ Normal Election:** A regular, normally scheduled election that occurs every third year, according to the election timetable.
16. **Interim Election:** An election that occurs anytime other than the scheduled three-year election timetable period due to a vacancy that occurs in the department chair position to complete the remainder of the existing term or to fill a temporary vacancy until the elected chairperson returns.
17. **Interim Chair:** A department member who serves as department chair as a result of an interim election.

## Articles

### **Article I. Election Call, Nominations and Screening**

- (a) In accordance with the election timetable adopted herein, the President of the College shall call for nominations of candidates for the office of chairperson for each department of the college.
  - (1) For the Spring 2010 elections only: The President of the College shall call for nominations of candidates for the office of chairperson for each department of the college by March 22.
  - (2) Article I (a)(1) and Article I (a)(2) shall be removed from the PC Plan automatically after the last of the chair elections have been completed and all challenges settled.
- (b) Any duly qualified elector may be nominated by another elector or may nominate him/herself. A nominee may withdraw his/her name from consideration as a candidate by written notice to the President of the College and the members of the department.
- (c) The President of the college, and/or the appropriate Vice President designee, may exercise the right to interview each nominee and discuss the Job Description of Department Chairperson (Appendix A hereof).
  - (1) If any nominee is not acceptable, the President of the College, shall within two (2) weeks of the nomination so inform that person and give the reasons why that person's name cannot appear on the ballot.
  - (2) Any nominee deemed unacceptable as a candidate, may appeal to an arbitration committee, as defined hereinabove and in Article V, below. The arbitration committee shall review the reasons for the rejection of the nominee as a candidate.
  - (3) Within two (2) weeks from the notification by the President of the College, of the unacceptability of a nominee, the arbitration committee shall make its recommendation to the President of the College, either concurring or differing from the College President's recommendation disallowing the nominee as a candidate.
  - (4) If the arbitration committee does not concur with the College President's rejection of the nominee as a candidate, then the name of the nominee shall appear on the ballot as candidate.
  - (5) Any further appeal shall be in accordance with the provisions of the RFP.

- (d) If any nominee's name is allowed to appear on the ballot, then that candidate is assumed to be acceptable.

## **Article II. Balloting**

- (a) The President of the College shall prepare, or have prepared, for each department a ballot bearing the name of each candidate and a space for voting an abstention, and shall distribute a ballot to each elector at least two (2) weeks prior to the election date. An elector with split duties shall vote in the department to which he/she is permanently assigned or within which more than half of his/her duties lie.
- (b) Each elector shall acknowledge the receipt of a ballot and shall have the duty to submit a completed ballot. An absentee ballot shall be utilized in cases where it is not convenient for an elector to be present during voting.
- (c) The voting shall be by secret ballot. The voted ballot shall be returned to the office of the president of the college by April 14 for first ballots; and, for run-off elections, not later than two weeks thereafter.
  - (1) For the Spring 2010 elections only: The voted ballot shall be returned to the office of the President of the College by April 23 for first ballots.
  - (2) Article II (c)(1) and Article II (c)(2) shall be removed from the PC Plan automatically after the last of the chair elections have been completed and all challenges settled.
- (d) If a candidate receives a majority of the eligible votes, he/she shall be declared the duly elected chairperson.
- (e) In the event of a tie for first place, the names of all persons on the ballot receiving fewer votes than those persons involved in the tie are to be eliminated from further balloting. A second ballot shall be prepared by the President of the College, or designee, within one week of the first vote, and duly distributed to electors.
  - (1) If on the second ballot, there is a tie for first place, or if no one receives a majority of the eligible votes, then the College President and the President of the Faculty Association shall make every reasonable effort to obtain if possible, the votes of those persons casting absentee ballots in the first balloting.
  - (2) If the second ballot procedure, as outlined above, results in a tie, then the President of the College in consultation with the President of the Faculty Association shall cast the deciding vote.

- (f) If there is no person with a majority of the eligible votes, then only the name of the candidate with the most votes and all candidates tied for second place will remain on the second ballot.
- (g) The Vice President of Academic Affairs and the President of the Faculty Association shall count the ballots.

**Article III. Vacant Offices, Removals, Interim Chairpersons, and Interim Elections**

- (a) In the event that an incumbent chairperson is unable to fulfill his or her term due to a sabbatical leave, leave of absence, temporary assignment, split-duty assignment, other authorized absence, or becomes disabled (as defined under the temporary or permanent disability provisions of the MCCCCD Flex Benefits Program), dies, or resigns in writing, or is removed, the President of the College shall declare the office of chairperson vacant and call for an interim chairperson election.
- (b) A two-thirds (2/3) majority of electors in any department may petition, in writing, for the removal of a department chairperson. The written petition shall be delivered to the Faculty Association President, with a copy to the incumbent chairperson, and the President of the College.
  - (1) Upon receipt of the written petition, the Faculty Association President shall convene an arbitration committee, as defined hereinabove and in Article V below, to review the petition. The arbitration committee shall conduct a fact-finding interview with the department members and the incumbent chairperson.
  - (2) If the arbitration committee finds the petition for removal to be proper, then the arbitration committee shall request the President of the College to declare vacant the office of chairperson of the petitioning department and call for elections.
- (c) The President of the College, in consultation with the Chancellor of the district and the President of the Faculty Association, may remove the incumbent chairperson from office; but, that person may appeal such action to an arbitration committee as defined hereinabove and in Article V, below.
  - (1) The arbitration committee shall review the reasons for the removal of the incumbent.
  - (2) Within two weeks from the notification of removal of the incumbent by the President of the College, the arbitration committee shall make its recommendation to the president of the college, either concurring or differing from the College President's decision.

- (3) Any further appeal shall be in accordance with the provisions of the RFP.
- (d) Interim elections shall be held at the time a vacancy occurs or a recall petition is accepted by the President of the College to complete the remainder of an existing term or to fill a temporary vacancy until the elected chairperson returns.
  - (1) Such interim elections shall be executed in the same fashion as normal elections, except that the process shall be completed within a two week period.
  - (2) If the President of the College declares the office of chairperson vacant at a time when an election is unfeasible, such as a vacancy that occurs over the summer, an interim chairperson will be named by the College President in consultation with the Faculty Association President and the department members. The President of the College will then call for an interim election as soon as accountability resumes for residential faculty.
  - (3) Any further appeal shall be in accordance with the provisions of the RFP.

**Article IV. Variances from These Procedures**

- (a) The intent of these procedures is to provide for flexibility, communication, fairness, deliberation, and departmental. These procedures should be consistent with aims for continuity, competence of personnel, and harmony within a cooperative faculty and administration.
- (b) Any department may, by a two-thirds (2/3) majority vote, petition the Faculty Senate for a variance from the procedures contained herein. Such a petition for a variance must be approved by a majority vote of the Faculty Senate. If approved by the Faculty Senate, the request for a variance shall be submitted in writing to the President of the College for approval.
  - (1) If such a variance, having received the approval of the Faculty Senate, is not approved by the President of the College, the reason for the disapproval shall be conveyed to the petitioners in writing.
  - (2) If the petitioners do not concur with the decision of the President of the College, then the petitioners may appeal to an arbitration committee, as defined hereinabove and in Article V, below.
    - (i) The arbitration committee shall review the reasons for the disapproval by the College President.
    - (ii) Within two weeks from the notification of disapproval by the President of the College, the arbitration committee shall make its

recommendation to the President of the College, either concurring or differing from the College President's decision.

(iii) Any further appeal shall be in accordance with the provisions of the RFP.

(3) In the event that the Faculty Senate does not approve the petition for variance, then the petitioners may appeal the Senate's decision directly to the College President. In the event that the College President concurs with the negative decision of the Faculty Senate, no further appeals are available other than those that may be specified in the RFP.

#### **Article V. Arbitration Committee**

(a) The arbitration committee, as defined above, shall convene upon the request of two-thirds (2/3) of the electors in any department, upon the request of the President of the College, upon the request of any department chairperson, or upon the request of the Faculty Senate to hear any matter brought before it.

(b) The President of the Faculty Association is hereby appointed the ombudsperson of any individual elector; and, such president, or designee, shall receive any grievance of such elector bearing upon the policy for selection and retention of department chairpersons as enumerated herein.

(1) If such individual elector does not concur with the decision of the President of the Faculty Association, then he/she may request that the arbitration committee convene to hear his/her grievance.

(2) The decision of the arbitration committee shall be binding upon the individual elector except for the appeals available under the provisions of the RFP.

#### **Article VI. Evening Coordinators and Program Directors**

(a) Evening Coordinators for the college evening instructional programs shall be recommended by the department chairpersons, in consultation with department members. Final appointment will be made by the appropriate Vice President or designee.

(b) The department chairperson may, in consultation with the department members, also serve as the evening coordinator or may recommend another residential faculty member of the department for that office. If no residential faculty member accepts the responsibility of serving as evening coordinator, the department chairperson, in consultation with the department members, may recommend an adjunct faculty member.

- (c) Program Directors for instructional programs shall be recommended by the department chairpersons, in consultation with department members. Final appointment will be made by the appropriate Vice President.
- (d) The department chairperson may, in consultation with the department members, also serve as a Program Director, unless prohibited by RFP, or may recommend another residential faculty member of the department for that office.

#### **Article VII. Documentary Evidence of Protests, Deliberations, and Decision**

Members of the arbitration committee, the President of the Faculty Association, department chairpersons, candidates for department chairpersons, electors, and administrators shall be required to reduce to writing the essence of all protests, deliberations, decisions made and the reasons therefore, and to make such records available for the scrutiny of any person who is authorized in this policy statement to adjudicate disputes or to represent electors having grievances arising in connection with this policy for the selection and retention of department chairpersons. Such records shall be maintained by the President of the College, who shall make them available, upon the request of any officer of Faculty Senate, any individual elector, or any member of the administration.

#### **Article VIII. Change in Departmental Structure**

- (a) The Faculty Association President and all faculty members of the department involved in any change of departmental structure shall be notified and involved throughout all deliberations and decision-making processes.
  - (1) The President of the College may make changes in departmental structure. Such changes, including the creation, modification, consolidation and deletion of departments and/or programs, must include discussions with the Faculty Association President, the chairs and faculty members of all departments involved, and the appropriate Vice Presidents.
  - (2) Resolution of conflicts, disputes within the process of changing the departmental structure shall be referred to the Faculty Association President. The President of the Faculty Association may call upon the Professional Rights and Responsibilities Committee for its recommendations.
- (b) Departments who experience a change in faculty composition due to any structural changes under this Article shall hold a new chair election.

#### **Article IX. Department Chair Evaluation**

- (a) The purpose of evaluation is to promote self-improvement, and to provide a

forum for discussion of a review of the current year as well as planning parameters for the following year. Department chairperson evaluations by the college administration will proceed according to Appendix D, Section 1.6 of the RFP.

- (1) Each department chair will be evaluated in the Spring of each year by the appropriate Vice President, or designee.
  - (2) The Department Chairperson Administrative Evaluation instrument (Appendix B), approved by the Faculty Association, will be used to conduct the administrative evaluation.
  - (3) Appeals arising from this administrative evaluation process shall be governed by the policies in the RFP.
- (b) Residential faculty members in the department will also be solicited annually for their input anonymously. The purpose of the evaluation is to provide a mechanism whereby department members can articulate problems without concern for discord within the department.
- (1) Faculty evaluations of department chairpersons will be presented to the appropriate dean. The supervising dean shall summarize the comments and provide these to the chairperson without identification of the authors.
  - (2) The instrument to be used for faculty evaluations of department chairpersons shall be entitled the Department Chairperson Faculty Evaluation and is attached as Appendix C.

#### **Article X. Adoption and Amendment of This Policy**

- (a) This document shall be reviewed on a regular basis and amended as needed to ensure that it addresses the changing needs of the institution.
- (1) Proposed amendments to this document may be brought to the Faculty Senate. The Faculty Senate President will appoint an ad hoc committee to review the proposed changes in policy. The committee will consist of a representative from the Chair Council, an evening coordinator, an occupational program director, and an academic program director. Representatives from academic, occupational, and service faculty shall be included.
  - (2) Any proposed amendments will be presented to the Faculty Senate for approval of the amendments for consideration by the residential faculty of Phoenix College.
  - (3) Upon approval by the Faculty Senate, the proposed amendments shall be

presented to the residential faculty of Phoenix College for approval. A simple majority of the votes cast by the Phoenix College residential faculty members will constitute a recommendation for approval of the proposed amendments. In the case of a tie vote, the President of the Faculty Association shall cast the deciding vote.

- (4) Upon approval by the residential faculty, the Faculty Senate President shall present the proposed amendments to the College President.
  - (5) Any changes to the proposed amendments suggested by the College President will be presented to the Faculty Senate for ratification.
- (b) This policy shall be effective upon adoption and shall remain in effect until rescinded or modified in the manner prescribed above.

## **Appendix A - Job Description for Department Chairpersons**

*The responsibilities of Department Chairperson vary among the academic, occupational and service departments. This job description represents typical duties of the chair, and while some duties may not apply in all cases, additional duties may be required in others.*

### **Administration of Department Staffing**

1. Coordinate employment procedures (affirmative hiring) with the appropriate college administrator and recommend faculty and staff for employment.
2. Evaluate department faculty, visiting staff and classified personnel; coordinate evaluations with the appropriate administrator.
3. Recommend the retention or dismissal of department faculty and/or staff.

### **Management of Department Affairs**

1. Schedule and conduct department meetings as needed.
2. Administer department budgets.
3. Administer the student help program in the department.
4. Prepare class schedules for day and/or evening and/or summer programs in cooperation with the appropriate administrators.
5. Administer the resolution of faculty and student conflicts at the department level when possible.
6. Maintain and supervise the inventory of movable and fixed equipment assigned to the department.
7. Assign teaching schedules to department faculty and other responsibilities as to comply with district and college policy.
8. Inform visiting staff of certification requirements, attendance regulations, and other responsibilities assigned to instructors.
9. Develop and administer the student advisement program within the department.
10. Submit and/or process reports as required.
11. Develop and administer a procedure for use of substitute personnel in the department.

12. Provide course guides for all approved department courses.
13. Prepare and maintain catalog materials related to the department.
14. Assume responsibility for supervision of the Evening Coordinator, and under the appropriate administrator, for the department's educational programs (day and evening).
15. File an annual report on the activities of the department.
16. Actively participate in college and department strategic planning.

### **Coordinate the Improvement of Instruction**

1. Develop and administer a selection and approval process for textbooks and related materials.
2. Recommend the revision, deletion and addition of department courses.
3. Work with advisory committees in the development of new curricula appropriate for the department.
4. Supervise department programs in order to evaluate and improve the methods by which and in which they are taught.
5. Coordinate the required development and modification of occupational program competencies.

### **Facilitate Department/Administrative/Community Relations**

1. Attend such meetings and conferences as appropriate and/or required.
2. Coordinate community college relations and services as they relate to the department.
3. Serve on campus and district committees.
4. Attend department chairpersons meetings as representative of the department.
5. Facilitate articulation with other educational institutions at the department level.

## Appendix B - Administrative Evaluation of Department Chairpersons

*The purpose of this evaluation is to provide feedback to the department chair to promote self-improvement. The evaluation includes a review of the current year as well as planning parameters for the following year.*

Department Chair: \_\_\_\_\_ Department: \_\_\_\_\_

Evaluator: \_\_\_\_\_ Date of Evaluation: \_\_\_\_\_

Please circle either **S** (=satisfactory), **I** (=improvement needed), or **NA** (=not applicable) and briefly give your comments, if desired, on the performance of the chairperson being evaluated.

### Administers Department Staffing

- S** *I.....NA* 1. Coordinates employment procedures (affirmative hiring) with the appropriate college administrator and recommends faculty and staff for employment.  
.....  
.....  
.....  
**Comments:** \_\_\_\_\_  
\_\_\_\_\_
- S** *I.....NA* 2. Evaluates department faculty, visiting staff and classified personnel; coordinates evaluations with the appropriate administrator. **Comments:**  
.....  
.....  
.....  
\_\_\_\_\_
- S** *I.....NA* 3. Recommends the retention or dismissal of department faculty and/or staff.  
.....  
.....  
**Comments:** \_\_\_\_\_  
\_\_\_\_\_

### Manages Department Affairs

- S** *I.....NA* 1. Schedules and conducts department meetings as needed.  
.....  
.....  
**Comments:** \_\_\_\_\_  
\_\_\_\_\_
- S** *I.....NA* 2. Administers department budgets. **Comments:** \_\_\_\_\_  
.....  
\_\_\_\_\_
- S** *I.....NA* 3. Administers the student help program in the department.  
.....  
.....  
**Comments:** \_\_\_\_\_  
\_\_\_\_\_
- S** *I.....NA* 4. Prepares class schedules for day and/or evening and/or summer programs in cooperation with the appropriate administrators. **Comments:** \_\_\_\_\_  
.....  
.....  
\_\_\_\_\_
- S** *I.....NA* 5. Administers the resolution of faculty and student conflicts at the department level when possible. **Comments:** \_\_\_\_\_  
.....  
\_\_\_\_\_

- S** *I.....NA* 6. Maintains and supervises the inventory of movable and fixed equipment assigned to the department. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 7. Assigns teaching schedules to department faculty and other responsibilities as to comply with district and college policy.  
**Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 8. Informs visiting staff of certification requirements, attendance regulations, and other responsibilities assigned to instructors.  
**Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 9. Develops and administers the student advisement program within the department. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 10. Submits and/or processes reports as required. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 11. Develops and administers a procedure for use of substitute personnel in the department. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 12. Provides course guides for all approved department courses.  
**Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 13. Prepares and maintains catalog materials related to the department.  
**Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 14. Assumes responsibility for supervision of the Evening Coordinator, and under the appropriate administrator, for the department's educational programs (day and evening). **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 15. Files an annual report on the activities of the department.  
**Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 16. Actively participates in college and department strategic planning.  
**Comments:** \_\_\_\_\_  
.....  
.....

**Coordinates the Improvement of Instruction**

- S** *I.....NA* 1. Develops and administers a selection and approval process for textbooks and related materials. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 2. Recommends the revision, deletion and addition of department courses. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 3. Works with advisory committees in the development of new curricula appropriate for the department. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 4. Supervises department programs in order to evaluate and improve the methods by which and in which they are taught. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 5. Coordinates the required development and modification of occupational program competencies. **Comments:** \_\_\_\_\_  
.....  
.....

**Facilitates Department/Administrative/Community Relations**

- S** *I.....NA* 1. Attends such meetings and conferences as appropriate and/or required. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 2. Coordinates community college relations and services as they related to the department. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 3. Serves on campus and district committees. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 4. Attends department chairpersons meetings as representative of the department. **Comments:** \_\_\_\_\_  
.....  
.....
- S** *I.....NA* 5. Facilitates articulation with other educational institutions at the department level. **Comments:** \_\_\_\_\_  
.....  
.....

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Chairperson Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervising Vice President or designee

## Appendix C - Faculty Evaluation of Department Chairpersons

*This evaluation is completed by all residential faculty of the department to assist in improving performance. Results are tallied by the appropriate Dean, summarized in an anonymous manner and reported to the Chair in an effort to provide constructive feedback concerning faculty perceptions of the Chair's administration of the department.*

Department Chair: \_\_\_\_\_ Date: \_\_\_\_\_

In evaluating the above named person, please **circle the number which best indicates the frequency of the indicated behavior.**

- 0**     **Unable to rate on this behavior, no information available, or not applicable**
- 1**     **Never occurs**
- 2**     **Rarely occurs**
- 3**     **Sometimes occurs**
- 4**     **Often occurs**
- 5**     **Is extremely characteristic of the person  
being evaluated**

- 0 1 2 3 4 5**     (1)     Accepts responsibility for own decisions.
- 0 1 2 3 4 5**     (2)     Evidences consistency in making decisions.
- 0 1 2 3 4 5**     (3)     Objectively identifies and explores all available alternatives.
- 0 1 2 3 4 5**     (4)     Provides opportunities for persons to be involved in the decision-making process and  
..... to have appropriate input.
- 0 1 2 3 4 5**     (5)     Is open to new ideas and policy changes.
- 0 1 2 3 4 5**     (6)     Listens attentively to others and tries to understand the meaning of their  
communications.
- 0 1 2 3 4 5**     (7)     Deals with inappropriate behavior of others with resourcefulness and helpfulness.
- 0 1 2 3 4 5**     (8)     Accepts constructive criticism and suggestions from others.
- 0 1 2 3 4 5**     (9)     Uses written communication which is clear, accurate and complete.
- 0 1 2 3 4 5**     (10)     Communicates orally in a clear and effective manner.
- 0 1 2 3 4 5**     (11)     Provides resourceful leadership for instructional programs in our area of responsibility.
- 0 1 2 3 4 5**     (12)     Encourages innovations in the curriculum.
- 0 1 2 3 4 5**     (13)     Keeps communication lines open within our area of responsibility by creating a climate  
for discussion and debate.
- 0 1 2 3 4 5**     (14)     Plans and organizes current operations effectively and efficiently.
- 0 1 2 3 4 5**     (15)     Provides for long-range planning.
- 0 1 2 3 4 5**     (16)     Provides for systematic appraisal of the performance of each member of the faculty.
- 0 1 2 3 4 5**     (17)     Encourages faculty to achieve high standards in teaching.

- 0 1 2 3 4 5 (18) Is available for consultation or discussion.
- 0 1 2 3 4 5 (19) Responds to faculty suggestions in a timely manner.
- 0 1 2 3 4 5 (20) Is sensitive and open to concerns of the department members.
- 0 1 2 3 4 5 (21) Provides opportunities for the development of new leadership.
- 0 1 2 3 4 5 (22) Conducts department meetings effectively and efficiently.
- 0 1 2 3 4 5 (23) Brings issues raised in department chair meetings to the faculty for discussion.
- 0 1 2 3 4 5 (24) Fairly represents the decisions of department members regarding the issues raised in department chair meetings.
- 0 1 2 3 4 5 (25) Communicates to the department members the decisions made on issues raised in department chair meetings.
- 0 1 2 3 4 5 (26) Recognizes and communicates the accomplishments of each department member.
- 0 1 2 3 4 5 (27) Encourages mutual support and instructional collaboration among department members.
- 0 1 2 3 4 5 (28) Manages budget effectively and efficiently.
- 0 1 2 3 4 5 (29) Builds class schedules with faculty and student input effectively and efficiently.
- 0 1 2 3 4 5 (30) Coordinates all areas within the department effectively and efficiently.
- 0 1 2 3 4 5 (31) Resolves complaints concerning the department effectively and efficiently.

#### Overall Evaluation of Chairperson

Please indicate your overall evaluation of the chairperson by **placing an "X" in one of the blanks below**.

Overall Evaluation: \_\_\_\_\_ **Satisfactory** \_\_\_\_\_ **Unsatisfactory**

#### Additional Areas of Evaluation:

Please indicate your response by **placing an "X" in one of the blanks below for items A, B, and C**.

A. Do you feel the lines of communication are effective in the department?

\_\_\_\_\_ **Majority of the time** \_\_\_\_\_ **Seldom**

B. Do you feel the lines of communication are effective from the administration through the department chairperson to the department faculty?

\_\_\_\_\_ **Majority of the time** \_\_\_\_\_ **Seldom**

C. Do you feel the lines of communication are effective from department faculty through the department chairperson to the administration?

\_\_\_\_\_ **Majority of the time** \_\_\_\_\_ **Seldom**

Please **provide any comments** you feel appropriate for **items D, E, and F**.

D. In what areas would you like to see a change and/or improvement? Please explain.

E. What suggestion(s) do you have for the chair to be more effective and to enhance the department?

F. What has the chair done for which you would like to commend him/her?

**Use the space below and the back of this paper to clarify any of your responses and to make other comments.**

Thank you for your time in completing this evaluation

## **Appendix D – Job Description for Occupational and Academic Program Directors**

*The responsibilities of Program Directors vary among programs. This job description represents typical duties and responsibilities of Program Directors, and while some duties and responsibilities may not apply in all cases, additional duties and responsibilities may be required in others.*

1. Participate in program employment procedures (affirmative hiring) in collaboration with the department chair;
2. Evaluate those faculty and staff being supervised by the Program Director;
3. Monitor the program's discretionary budget in collaboration with Department Chair and faculty;
4. Mediate faculty and student conflicts at the program level in collaboration with the Department Chair;
5. Maintain and supervise the inventory of program equipment and supplies;
6. Ensure that the program, faculty, and adjunct faculty, as well as records/data thereof, are compliant with district and college policies, with state and/or national agencies and/or standards; submit reports as required;
7. Supervise the advisement, acceptance, retention, and orientation of students;
8. Provide course guides and syllabi for all approved program courses; maintain program curriculum in collaboration with faculty and advisory committees;
9. Prepare and maintain catalog and informational material related to the program;
10. File an annual report on the activities and effectiveness of the program;
11. Select textbooks and relevant teaching materials in collaboration with faculty;
12. Identify advisory committee members in collaboration with faculty; facilitate advisory meetings;
13. Create and maintain partnerships including practicum sites;
14. Represent the program on program relevant campus, district, and state committees.