



SOUTH MOUNTAIN COMMUNITY COLLEGE COLLEGE PLAN

Revised by SMCC Faculty on April 2, 2012
Revised March 7, 2014
Revised May 13, 2016
Revised November 14, 2016
Revised April 28, 2017

I. Purpose

I.1. Shared Governance

The South Mountain Community College President, administration, and faculty are jointly committed to the practice and value of shared governance whose goal is create a broad communication stream that will keep faculty and administration well-informed of college developments so that SMCC prospers. In the spirit of shared governance and in compliance with the RFP, faculty are true partners and as such, become actively involved in SMCC planning and decision-making processes. The college plan is a result of shared governance in that it is open communication between Faculty and Administration that safeguards the individual rights of all concerned. The college plan is consistent with the Residential Faculty Policies (RFP) manual.

I.2. Intent

The college plan describes the division/department organizational structure (Appendix A) and the selection, goals, responsibilities, and evaluation of division/ department chairpersons. The college plan also describes the goals and responsibilities of evening supervisors and faculty program coordinators.

RFP Appendix D

D.1.1. Selection

Department/division chairs shall be selected from the membership of the department/division, as prescribed by the college plan. The college plan should describe the duties and responsibilities of the chair inclusive of those duties outlined in section D.2.3.

D.1.2. Duties

Department/division chairs are residential faculty, as defined by the RFP, who are accountable for the supervision or management of a department/division within the college including all duties and responsibilities articulated in the college plan.

II. Definitions

- II.1. Acting Division Chair - is a faculty member as defined in the RFP Manual with certain administrative functions as listed in the college plan that has been selected to serve as division/department chair until the division/department chair returns from a leave or until a new chair is selected.
- II.2. Adjunct Faculty - refers to non-residential instructors employed on a part time basis.
- II.3. College Plan - refers to this document.
- II.4. College President - means the chief executive officer of SMCC or his/her designee.
- II.5. Combination – combining instructional units
- II.6. Discipline – Instructional unit consisting of multiple prefixes, see appendix A for the Division Organizational Structure by discipline
- II.7. Division - is an organizational unit of the college consisting of more than one discipline. The purpose of a division is to coordinate instructional programs and to meet the educational needs of students. It is led by the division chair who is a faculty member within the division that has been elected by the division faculty. The division chair is responsible for the educational program(s) of the division.

- II.8. Division member or independent department member - refers to a faculty member whose teaching load contains one or more classes in a discipline in that division/independent department. All faculty are members of a division or independent department. A faculty member will vote in the division/independent department in which the majority of the teaching load resides. If the teaching load is divided equally between two or more divisions/ independent departments, the faculty member will choose one from among those divisions/ independent departments in which he/she has a teaching load. If a faculty member does not have a teaching load, the division/independent department in which she/he votes is determined by the most recent teaching assignment, according to the above stipulations.
- II.9. Division/Independent Department Chair - is a faculty member as defined in the RFP Manual with certain administrative functions as listed in the college plan.
- II.10. Evening Supervisor - is a faculty member appointed and supervised by the division/ department chair to oversee evening classes with certain administrative functions as listed in the college plan. "Duties include, but are not limited to, scheduling of classes, recruitment, selection and evaluation of adjunct faculty, resolution of problems, and supervision of staff" (RFP Appendix C.12).
- II.11. Faculty - refers to residential faculty as defined by the RFP; it does not include one-year only (OYO), one-semester only (OSO), or specially funded faculty.
- II.12. Faculty Program Coordinator- is a faculty member that is appointed by the division/department chair with certain administrative functions as listed in the college plan.
- II.13. Faculty Senate - is the SMCC faculty governance body. It is comprised of faculty representatives selected in accordance with the policies and procedures outlined within the SMCC Faculty Senate Constitution.
- II.14. Independent Department - consists of faculty from one discipline. The purpose of an independent department is to provide necessary academic support services and/or instructional programs to meet the educational needs of students. The independent department chair is a member of and elected by members of the department and is responsible for the educational program(s) of the department.
- II.15. Majority - means more than half of the votes cast in an election where all eligible faculty members have had the opportunity to vote.
- II.16. Restructure – the creation of new Division, merging existing Divisions or, for disciplines being taught or developed by a residential faculty, transferring a faculty line from one existing Division to another existing Division
- II.17. SMCC Executive Team - refers to the college President, Vice Presidents, and designees
- II.18. Valid Election - For the purpose of determining if an election is valid, faculty on sabbatical leave, faculty on irregular contracts in which they are not accountable during the week of the election, or faculty on unpaid professional leave, family and medical leave, medical leave of absence, extended personal leave of absence, or leave of absence for personal reasons, as defined in the RFP, will not be considered unless they vote in the election. Such faculty will still be permitted to vote in all faculty elections if they are eligible to do so.
- II.19. Vice President of Learning - (also referred to as Vice President of Academic Affairs) means the chief academic officer of SMCC or his/her designee.
- II.20. Visiting Faculty - are instructors that are employed on a one semester, one year, or specially funded contract.

III. Organizational Structure for Divisions/Independent Departments

- III.1. Each discipline is assigned to either a division or an independent department.
- III.2. Division – consists of more than one discipline and includes residential, visiting and/or adjunct faculty.
- III.3. Independent Department – consists of one discipline that is not assigned to a specific academic division and includes residential, visiting, and/or adjunct faculty.

IV. Modifications in Division/Independent Department Structure

- IV.1. The College President, Vice President of Learning, other appropriate vice president, division/independent department chair, or any faculty member may initiate a proposed modification to the college's division/ independent department structure. The initiator of the change must concurrently notify in writing the following individuals: Vice President of Learning and/or other appropriate vice president(s), Faculty Senate President, affected division/independent department chairs, and affected faculty members. No modification in division/ independent department structure may be initiated between April 1 and September 1.
- IV.2. Modifications involving the formation, combination, restructuring, or title of a division/independent department structure.
 - IV.2.1. Within fifteen (15) working days of the notification of a proposed modification in division/independent department structure, the Faculty Senate President will convene the Faculty Senate for the purpose of reviewing the proposed modification in division/ independent department structure. The Faculty Senate President will be responsible for notifying all individuals affected by the proposed change in division/independent department structure of the date, time, and place of the Faculty Senate meeting. All faculty affected by the proposed modification in division/independent department structure will be given an opportunity to speak at the Faculty Senate meeting. After all faculty involved in the change have had the opportunity to speak, the Faculty Senate President will select a date for the faculty to vote their approval or disapproval of the proposed modification of the division/independent department structure.
 - IV.2.2. The vote must fall within 20 working days from the notification of a proposed modification. Proposals that involve the creation or dissolution of a division/ independent department are voted upon only by the faculty in the affected divisions. Proposals that involve faculty moving from one division to another are voted upon by the faculty in both divisions. Modifications require three-fifths approval of the faculty eligible to vote.
 - IV.2.3. Within five (5) working days following the faculty vote, the Faculty Senate President will notify, in writing, all affected parties as well as meet with the College President and submit in writing the recommendation of the Faculty Senate regarding the proposed modification in division/independent department structure. Within five (5) working days of receiving the recommendation from the Faculty Senate, the College President will render a decision approving or disapproving the proposed modification in division/independent department structure and will notify the Faculty Senate President of that decision. The Faculty Senate President will then notify all parties involved of the College President's decision.
- IV.3. Modifications involving new or existing disciplines not being taught or developed by a residential faculty
 - IV.3.1. Modifications involving new or existing disciplines not being taught or developed by a residential faculty may be moved within the college's division/ independent department structure by a consensus of the Vice President of Learning, all of the division/ independent department chairs and for new programs only any faculty that will be responsible for

teaching the courses or developing the program. The initiator of the change must concurrently notify the following individuals: Vice President of Learning and/or other appropriate vice president(s), Faculty Senate President, all the division/independent department chairs, and for new disciplines any affected faculty members.

- IV.3.2. Within fifteen (15) working days of receiving the proposed notification a meeting will be called with the Vice President of Learning, all of the division/ independent department chairs and any faculty teaching courses within or coordinating the discipline. The purpose of this meeting is to attempt to reach a consensus regarding the proposed modification.
- IV.3.3. If a consensus cannot be reached concerning the location of new programs or existing programs/disciplines/faculty lines not being taught or developed by a residential faculty, the proposed locations will be brought to the Faculty Senate for discussion. The Faculty Senate President will then schedule a vote of the Faculty Senate to decide among the various locations being considered within twenty (20) working days of the notification of the proposed change. The final location will be the option receiving the most votes. In the event of a tie, the Vice President of Learning will decide among the options receiving the most votes.

V. Division/Independent Department Chair Selection

V.1. Qualifications for Chair:

The candidate must be a residential faculty assigned to the Division/ Independent Department and certified to teach at least one of the disciplines in that division/department for which he/she is a candidate for chair. (A.2, A.5 of the College Plan).

V.2. Term of Office

- V.2.1. The division/department chair term shall be three years.
- V.2.2. The term of office shall begin July 1 of the year following the election.
- V.2.3. To promote continuity within the division, nominations and elections will take place in the fall semester of every three years. The existing chairperson will involve the chair-elect (not currently serving as chair) in the performance of duties of the office during the spring semester and the division/department chair-elect will receive 3.0 hours reassigned time or overload time for the semester.
- V.2.4. There may be no limitations on the total number of terms that chairs may serve; however, they may only serve two consecutive terms (six years) unless no nominations are received during the first call for nominations after meeting their two-term limit.

V.3. Selection Process:

The division/ independent department chair shall be elected by the residential faculty members of his/her division/independent department according to the following procedures:

- V.3.1. By the first week of September, the Vice President of Learning shall, in writing, notify all RFP faculty members, including those on leave or sabbatical, that an election for division/ independent department chair is due in compliance with MCCCDC policies. The Vice President of Learning shall call for nominations or self-nominations of individuals willing to run for election in November.
- V.3.2. Nominations or self-nomination by qualified faculty shall be in writing to the Vice President of Learning by the end of the first full week of October. The Vice President of Learning will

determine that all nominees meet the requirements of V.1. of the College Plan.

- V.3.3. In the event of no nominees or self-nominees, the Vice President of Learning shall issue a second call for nominations at which time the faculty member currently serving as chair and meeting limited term criteria may be nominated or self-nominated. Nominations shall be due by the following Friday. In the event that there are no nominations forthcoming, the Vice President of Learning will be requested to submit two nominees from the division or independent department.
- V.3.4. The Vice President of Learning shall inform those nominated of their nomination and prepare a list of nominees which will be distributed to the eligible residential faculty of the division no later than seven days after eligible nominations have been received from each division.
- V.3.5. The Vice President of Learning shall prepare for each division an electronic ballot of nominated individuals. Elections shall be electronic by secret ballot, the balloting to be done the first Thursday and Friday in November.
- V.3.6. Ballots will be counted in the presence of the College President, Vice President of Learning, the Faculty Senate President, and the Faculty Senate President-elect. If either the Faculty Senate President or President-elect is on the ballot, he/she shall be replaced by another Faculty Senate officer. If no such Faculty Senate officer is available, the Faculty Senate shall appoint a faculty member whose name is not on the ballot(s).
- V.3.7. A simple majority of the residential faculty of a division/independent department must vote for an election to be valid. In the event that a simple majority of the residential faculty members of the division/ independent department do not vote, the Vice President of Learning will place on the ballot additional qualifying name(s). A new election will be held on the third Thursday and Friday in November in accordance with the procedure outlined in V.3.5, V.3.6., and V.3.7 of the College Plan. If a simple majority of the residential faculty members of the division/ independent department do not vote in the second election, the Vice President of Learning will select a Chair from the names on the second ballot.
- V.3.8. A majority of ballots cast is needed to win. If there are two nominees on the ballot and there is a tie, the Vice President of Learning shall cast the deciding vote. If there are more than two nominees on the ballot and there is no majority, or there is a tie, a runoff election shall be held on the third Thursday and Friday in November, in accordance with the procedure in V.3.5, V.3.6., and V.3.7 of the College Plan.
- V.3.9. If a modification of the Division/Independent Department structure involves creation of a new division/independent department, the chair shall be elected according to the procedures described in V.3. of the College Plan.

VI. Division/Independent Department Chair Job Description

VI.1. Introduction

Division/Department Chairs are Residential Faculty, as defined in the RFP, who are accountable for the supervision and management of an academic division/department within the college, including all duties and responsibilities articulated herein.

VI.2. Job Goals

Exhibit leadership in establishing academic priorities and managing the division/department as, or in conjunction with, Evening Supervisors and/or Program



Coordinators; demonstrate effective oral and written communication in the division, not simply to inform, but also to share and to gather information or insights from colleagues. Advocate for and represent the division/department faculty, staff, and students; promote a collegial and inviting environment that promotes continual improvement by motivating faculty and encouraging professional development and innovation while working collaboratively with the college administrators to further the college mission, vision, and values and promoting student success.

VI.3. Instructional Leadership

- VI.3.1. Supervises and evaluates division/department programs;
- VI.3.2. Works with faculty to develop a selection process for textbooks and related materials;
- VI.3.3. Recommends the addition, elimination, and/or change of courses, curricula, and programs in accordance with program review, enrollment, articulation, and community needs.
- VI.3.4. Maintains a file of current syllabi, as described in the faculty handbook for each course currently taught by each residential, and adjunct faculty member;
- VI.3.5. Prepares class schedules as, or in cooperation with, the evening supervisor and/or program coordinator(s);
- VI.3.6. Recommends revision to the college catalog and promotional items as needed

VI.4. Personnel Responsibilities

- VI.4.1. Oversees division/department student work study and temporary employees
- VI.4.2. After considering interest from faculty members within the Division, appoints as needed evening supervisor(s), summer supervisor(s), and program coordinator(s)
- VI.4.3. Submits requests for Residential Faculty Positions to the Faculty Staffing Advisory Committee and follows outlined procedures
- VI.4.4. Verifies and/or recommends faculty assignments, evaluations, overloads, time & labor, faculty travel approvals, course assignments, and similar processes;
- VI.4.5. Evaluates divisional probationary and adjunct faculty, evening supervisors, program coordinators, and staff as appropriate;
- VI.4.6. Recommends hiring, retention or dismissal of division/departmental residential and adjunct faculty and staff as referenced by the RFP and/or Staff Policy Manual;
- VI.4.7. Works with HR to hold adjunct faculty accountable for teaching qualifications and/or certification requirements and responsibilities;
- VI.4.8. Develops and administers a procedure for use of substitutes in the division/department;
- VI.4.9. With the faculty member, in consultation with the appropriate administrator, determines assignments with the final approval of the College President, as referenced verbatim in the RFP.
- VI.4.10. Verifies faculty and staff accountability, as referenced in the RFP.



VI.4.11. Serves on or appoints a representative to the Instructional Councils.

VI.4.12. Works to resolve faculty and student conflicts per the MCCCCD Instructional Grievance Process.

VI.5. Administrative Duties

VI.5.1. Submits reports as required

VI.5.2. Serves on college councils, teams, and committees and district committees

VI.5.3. As needed, works with advisory committees

VI.5.4. Conducts a minimum of three (3) division meetings per semester and maintains a meeting summary

VI.5.5. Communicates the content of college meetings to division faculty

VI.5.6. Shares responsibility with other college personnel for interpersonal communication at all levels including student, faculty and staff

VI.5.7. Leads the division in the development of action plans /program review and division budget in alignment with the College mission, vision, goals, and strategic initiatives.

VI.5.8. Prepares an annual budget plan and develops budget requests in consultations with division members.

VI.5.9. Manages the approved division/department budget;

VI.5.10. Establishes and maintains a divisional inventory of fixed and movable equipment not covered under the fixed asset inventory.

VI.5.11. Recommends to the Vice President of Learning or designee recognized facility needs and modifications necessary for the functioning of the division/department;

VI.5.12. Participates in the spring evaluation of the division/department chairs with the Vice President of Learning or designee as referenced in the RFP; the evaluation shall include a review of the current year as well as planning parameters for the following year;

VI.5.13. Additional duties for the LTLC Division Chair maybe outlined in the Intergovernmental Agreement (IGA) (applies if the Division Chair also acts as the Co-Manager of the library)

VI.7. Division/Independent Department Chair Hours and Compensation

VI.7.1. All compensation, remuneration, overload teaching, administrative reassigned time, clerical support, and summer extended hours will comply with the RFP Manual.

VI.7.2. The College President may supplement chair compensation/remuneration, as referenced in section Appendix D of the RFP Manual.

VI.8. Evaluation of Division/Independent Department Chair (See RFP Manual D.1.6)

- VI.8.1. Faculty: Every year during the spring semester, each division/ independent department chair shall be evaluated by the faculty members of the division/independent department. Faculty will complete the evaluations forms in Appendix B of the college plan and submit them to the Vice President of Learning by April 30th.
- VI.8.2. Vice President of Learning: In addition to reviewing the faculty evaluations with the chairs, the Vice President of Learning shall also evaluate each division/ independent department chair every year during the spring semester. The evaluations shall include a review of the current year as well as planning parameters for the following year.

VI.9. Vacancy

- VI.9.1. If a chair of a division/ independent department is unable to fulfill his/her chair duties for 10 successive days of accountability or more or provides notice of an impending leave for 10 or more successive days, then the Vice President of Learning, Faculty Senate President, and the faculty members of the division shall, by consensus, determine a plan to select an acting division chair to serve until the division chair is able to fulfill his/her chair duties or until a new chair is selected. Compensation for the acting division chair shall comply with the RFP and be determined by the Vice President of Learning and college president.
- VI.9.2. A vacancy in a chair position shall be declared by the Vice President of Learning and the Faculty Senate President when a residing chair resigns, dies, is absent for 60 successive days of accountability, is reassigned, or is removed from office as described in VI.10. of the College Plan.
- VI.9.3. In the case of a vacancy, a new election will be held within two weeks to fulfill the remainder of the term. The procedures for the balloting and tabulation of results shall be the same as outlined in V.3.of the College Plan for regular chair elections, with the timeline to be President of Learning and the Faculty Senate President.
- VI.9.4. The Vice President of learning or designee, Faculty Senate President, and faculty members of the division with the chair vacancy, may, if a consensus is reached, make exceptions to the process for declaring and filling chair vacancies.

VI.10. Removal of Chair

- VI.10.1. Before considering a vote to remove a division/department chair, it is highly recommended that faculty and/or the division/department chair request faculty senate intervention to help diffuse tensions and mediate a resolution to the issues.
- VI.10.2. A chairperson may be removed from office by a recall petition signed by three-fifths or more of that division's residential faculty as defined by A.2 of the College Plan and submitted to the Vice President of Learning and Faculty Senate President. The Vice President of Learning and Faculty Senate President will notify the department chair of his/her removal from the position of chair and a vacancy will be declared.
- VI.10.3. The selection process for filling the vacancy will be the same as described in V.3. of the College Plan.

VII. Evening Supervision

VII.1. Evening supervision is an appointed position.

- VII.1.1. The division/department chair recommends and the VPL or designee approves the evening supervisor on a semester basis. The evening supervisor is responsible to the division/ department chair. The division/ department chair determines the disciplines supervised by an evening supervisor. The division/department chair may serve as evening supervisor.

VII.2. Goals

- VII.2.1. Exhibit leadership in establishing academic priorities and managing the evening division/department program in conjunction with division/department chair.
- VII.2.2. Demonstrate effective oral and written communication in the division; not simply to inform, but also to share and gather information or insights with division colleagues.
- VII.2.3. Advocate for, and represent the evening program faculty, staff, and students;
- VII.2.4. Promote a collegial and inviting environment that promotes continual improvement;
- VII.2.5. Motivate faculty and encourage professional development and innovation;
- VII.2.6. Work collaboratively with the division/department chair and administration to further the college mission, vision, and values;
- VII.2.7. Promote student success.

VII.3. Responsibilities

- VII.3.1. Evening supervisors sign up for college-wide teams.
- VII.3.2. Recruits, recommends for hire, and evaluates evening adjunct, temporary, and visiting faculty;
- VII.3.3. Assists the division/department chair in developing the evening class schedule;
- VII.3.4. Assists the division/department chair in resolving student, staff or community complaints or issues;
- VII.3.5. Conducts evening faculty meetings and workshops.
- VII.3.6. The division/department chair and evening supervisor(s) are jointly responsible for making final decisions on any of the above. If a conflict cannot be mutually resolved, the division/department chair will make a recommendation to the VPA or designee who will then make the final decision.

VIII. Program Coordinators

VIII.1. Program Coordinator is an appointed position.

- VIII.1.1. The division/department chair recommends and the VPL or designee approves the program coordinators on a semester basis. The program coordinator is responsible to the division/ department chair and, may be removed by the division/department chair. The division/ department chair determines the disciplines supervised by the program coordinator. Division/department chairs may serve as program coordinators.

VIII.2. Goals

- VIII.2.1. Exhibits leadership in establishing academic priorities and managing the program in conjunction with the division/department chair;
- VIII.2.2. Demonstrates effective oral and written communication in the division; not simply to inform, but also to share and gather information or insights with division colleagues.
- VIII.2.3. Advocates for, and represent the program faculty, staff, students, and community;
- VIII.2.4. Promotes a collegial and inviting environment that promotes continual improvement;
- VIII.2.5. Motivates faculty, students, and community members and encourage professional development and innovation;
- VIII.2.6. Works collaboratively with the division/department chair and administration to further the



college mission, vision, and values;

VIII.2.7. Promote student success.

VIII.3. Responsibilities may include the following:

- VIII.3.1. Plans, coordinates, and supervises program activities and develop procedures with the division/department chair and appropriate administrator;
- VIII.3.2. Networks and collaborates with other departments, colleges, and community groups to implement programs.
- VIII.3.3. Develops action plans with the division/independent department chair that align with the college strategic plan.
- VIII.3.4. Facilitates and recommend faculty, staff, and student hiring, training, and evaluation with the division/department chair.
- VIII.3.5. Coordinates plans to seek external funding and fund-raising in collaboration with the division/department chair and appropriate administrator.
- VIII.3.6. Coordinates meetings, events, program committees, recruitment/retention & celebration activities, scholarships, and travel (when applicable) with the division/department chair and appropriate administrator.
- VIII.3.7. Develops and revises curriculum and schedules courses in the program in collaboration with the division/department chair and administrative assistant.
- VIII.3.8. Assists the division/department chair in resolving student, staff or community complaints or issues concerning the program;
- VIII.3.9. Plans and maintains the budget, submits budget requests, and keeps fiscal records.
- VIII.3.10. Coordinates with faculty and staff the monitoring of student progress, eligibility, and completion.
- VIII.3.11. The division/department chair and program coordinator(s) are jointly responsible for making final decisions on any of the above. If a conflict cannot be mutually resolved, the division/ department chair makes a recommendation to the VPL or designee who then makes the final decision.

IX. Revision of the College Plan

IX.1. A proposal for change in the SMCC College Plan may be presented to the Faculty Senate by any residential faculty at South Mountain College or by the College President or by the Vice President of Learning. Amendments must first be approved by a two-thirds majority of the SMCC Faculty Senate votes cast at a Faculty Senate Meeting with a quorum of senators (elected representatives and senate officers) in attendance. Following Faculty Senate approval, the amendment will be voted on by the SMCC residential faculty, after receiving at least 1 weeks' notice. The amendment will be incorporated into the College Plan if it receives a majority of the residential faculty votes cast and is approved by the college president.

NOTE: Editorial changes such as correcting typographical errors, punctuation, formatting, and conforming terminology, which do not change the original content or intent of the language, are not considered amendments and may be made immediately by a majority vote of the Faculty Senate.

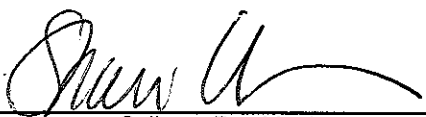
IX.2. Changes in the College Plan will take effect at the beginning of the next academic year unless otherwise specified.

IX.3. The College Plan shall undergo periodic review every five years or less by a subcommittee of the Faculty Senate. This subcommittee may choose to review the college's division/ independent

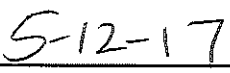


department structure and propose changes.

- IX.4.** Changes in the RFP Manual which directly affect policy in the SMCC College Plan will be incorporated into the SMCC College Plan within the calendar year of the RFP Manual changes.


College President


Faculty Senate President


Date


Vice President of Learning

APPENDIX A
Division Organizational Structure

Discipline	Prefixes within each discipline
Communication, Fine Arts & Social Sciences	
American Indian Studies	AIS
Anthropology	ASB
Art	ARH, ART
Communication	COM
Dance	DAN, DAH
Early Childhood Education	CFS, ECH, EED
Education	EDU, EDM
History	HIS
Honors	HON
Humanities	HUM
Music	MHL, MTC, MUC, MUP
Philosophy	PHI
Political Science	POS
Psychology	PSY
Religious Studies	REL
Sociology	SOC
Storytelling	STO
Theater	THE, THF, THP
Counseling	
Counseling	AAA, BHS, CHA, CPD, CWE, ESS, SWU
Language Arts	
Creative Writing	CRW
Creative Writing	CRW
English	ENG, ENH
English as a Second Language	ESL
Foreign Languages	ARB, FRE, GER, NAV, SLG, SPA, SPH, TRS, YAQ
Reading	CRE, RDG
Women's Studies	WST

(continued on next page)

APPENDIX A, continued
Division Organizational Structure

MyCareer, Library & CTL	
Accounting	ACC
Administration Justice	AJS
Culinary	CUL
Economics	ECN
Entrepreneurship	EPS, SBS, SBU
General Business	GBS, MKT, MGT, CIS103
General Computing	BPC, CIS, BPC100, BPC111AA, BPC110, CIS105, CIS 121AI, CIS114AE, CIS118AB, CIS121AE, CIS280
Health & Wellness	EXS, FON, HES, PED, REC
Health Care Related	HCC, HCR
Information Studies	IFS
IT Workplace Support	CIS105, CIS113DE, CIS114DE, CIS117DM, CIS118DB, CIS213DE, CIS214DE, CIS217AM
Networking	CNT, ITS, MST, CIS126DL, CIS190, CIS238DL, BPC170, BPC270, CIS177, CIS277, CIS197
Pharmacy Tech	CSR, PHT
Programming and Mobile Development	CSC, IND, CIS150, CIS159, CIS162AD, CIS163AA, CIS165, CIS165DA, CIS165DB, CIS225AB, CIS259, CIS262AD, CIS263AA, CIS298AC
Real Estate	REA
Web Apps/Development	CIS120DA, CIS120DB, CIS120DC, CIS120DF, CIS120DG, CIS120DL, CIS120DO, CIS120DP, CIS121AI, CIS132, CIS133DA, CIS136, CIS138DA, CIS166AA, CIS166AE, CIS220DC, CIS220DF, CIS233DA, CIS233DC, CIS235, CIS276DA
Math, Science & Engineering	
Engineering	ECE, EEE
Geosciences	GLG, SSH, SUS
Life Sciences	BIO
Math	MAT
Phlebotomy	PLB
Physical Sciences	AST, CHM, PHS, PHY



1. Do you feel the lines of communication are effective between employees within the division/department?
Majority of time ____ Seldom ____
What improvements could be made? _____

2. Do you feel the lines of communication are effective from the Administration through the
Division/Department Chair to division/department faculty? Majority of time ____ Seldom ____
What improvements could be made? _____

3. What could the division/department do to improve your division/department? _____

5. What could the division/department chair do to be more effective as a division/department chair? _____

6. What would you like to commend or recognize the division/department chair for? _____

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 filling out this evaluation!