



PHOENIX COLLEGE

A MARICOPA COMMUNITY COLLEGE

College Plan

By our signatures below, we affirm that the eligible faculty members of Phoenix College were presented the College Plan and voted to approve this document on October 4, 2021.

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Article A. College Plan

Section 1 Definition

As defined by the Faculty Agreement , the **College Plan** is a document developed by each college's Residential Faculty, in collaboration with its Adjunct Faculty and Administration, and approved by the College President. It describes the selection, evaluation, duties, and responsibilities of the Department Chair and the duties and responsibilities of other Faculty roles, including the Occupational Program Director. Departments will also describe the allocation of reassigned time and Chair pay. The College Plan may also contain other provisions as agreed upon. In no case may the College Plan conflict with the provisions of the Faculty Agreement.

Section 2 Intent

Based on the philosophy of Shared Governance "as the surest path to advancing our collective mission" (Faculty Agreement 2), the College Plan is intended to set forth and codify processes related to shared issues of the Faculty, inclusive of adjunct, residential, and Administration, all in good standing, and to safeguard the rights of all concerned by investing in equity-minded policies, practices, and behaviors.

Section 3 Review

An Ad-hoc Committee will comprise of no less than seven representative members who shall be appointed by the Faculty Senate, including the VPAA, an adjunct faculty member, and chaired by a member of the Faculty Senate (see Article M).

- review and recommend any amendment(s) to the College Plan at least once every three years, or as required due to modifications to the Faculty Agreement or an individual department charter, and
- hear any matter related to the College Plan or its processes, including Department Chair removal or requested variances to the College Plan.

Article B. Definitions

1. **Assessment:** In line with our mission and vision, Phoenix College is committed to student-centered learning. Assessment of student learning is an integral part of our commitment to the Learning College philosophy.

Assessment of student learning helps answer the question, "How do we know what students are learning, and how well they are learning it?" Assessment is a process beginning with clearly identified student learning outcomes, collecting data on student learning, and interpreting the information for the purpose of continuous improvement.

- a. **Individual:** All Faculty and appropriate staff should submit an annual narrative describing their assessment practices no later than the official last day of the Spring semester.
- b. **Department/Area:** Each Department or Program/Area leader should submit an annual report summarizing assessment practices no later than June 30th.
- c. **Institution Level:** All Faculty and appropriate staff should enter data into the Campus Assessment portal no later than the last day of every Fall and Spring semesters.

2. **Candidate:** Those Faculty members who have been nominated for the position of Department Chair on the ballot. Eligible candidates include all electors as defined in the College Plan. Ideally, candidates should be appointive Faculty members.
3. **Chair Council:** The council of Department Chairs convened by the Vice President of Academic Affairs or designee.
4. **Charter, Department:** The Charter is a document developed by each college's Departments that reflects how the Department has determined to organize itself and make decisions. The purpose of the Charter is to allow Departments flexibility in their self-governance while ensuring transparency and participation as appropriate by all Residential and Adjunct Faculty within the unit.
 - a. The **Charter is a tool** available to assist in the design and development of innovative strategies in process and conflict resolution at the most local level.
 - b. A **Charter template** outlines the required and recommended components of the Charter and is reviewed by the college's Faculty Senate.
 - c. The Department Charters will **align** with the **College Plan**, and
 - d. The **Department Charters** will be submitted to the Faculty Senate no later than **September 1st** and **approved** by the **Faculty Senate** no later than October of each Academic year.
5. **Department:** A division of academic concentration as commonly defined in the catalog of the college.
6. **Department Chair:** A Department Chair is a Residential Faculty member with administrative functions.
 - a. **Department Chair-Elect:** That person elected or appointed as a Department Chair the semester following the election and prior to taking office.
 - b. **Interim Department Chair:** A department member who serves as Department Chair because of an interim election.
7. **Department Chair Elections:** A process that occurs in compliance within the guidelines, timetable, and policies set forth in the Faculty Agreement and the College Plan for Residential Faculty to elect their Department Chair.
 - a. **Conflict of Interest:** No candidate nor elector for a Department Chair position may participate by consulting with the College President to influence the breaking of ties or appointment of the Department Chair. When the Faculty Senate President is an elector or candidate in an election that is tied, or fails to earn a majority, a conflict of interest exists. If such a conflict exists, the Faculty Senate President Elect shall be responsible for the duties. If both the Faculty Senate President and the President Elect have a conflict of interest, a designee must be appointed by the Faculty Senate to fulfil the duty.

- b. **Eligible Candidates:** For first consideration, any candidate who is a Residential Faculty member in the Department with appointive status and in good standing may be selected for the position of Department Chair. If there are no Residential Faculty in the Department who meet this eligibility requirement and are interested in serving in the Chair role, a second consideration of eligible candidates will include any Residential Faculty member with appointive status and in good standing at the College and any probationary Residential Faculty member in year two or later and in good standing within the Department.
 - c. **Faculty / Elector:** Any Residential Faculty member, including those on sabbatical leave, leave of absence, temporary assignment, split-duties, temporary disability, FMLA, or other authorized department absence at the time of the elections without regard to tenure of service or length of service remaining and whose assignment is more than 50% within the department holding the election on the date the election closes.
 - d. **Good Standing:** A faculty member who meets their academic duties to and for their students, professional obligations of service to and for their department and college, and who currently are not on an improvement plan or have received disciplinary action within the past 18 months unless said action exceeds 18 months.
 - e. **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 Department Chair returns in compliance with the processes, timetable, and policies set forth in the Faculty Agreement and the College Plan.
 - f. **Majority of Eligible Votes:** One more than 50% of the electors in the department, whether a qualified elector casts a vote or not.
 - g. **Nominee:** Any person who has self-nominated or has been nominated by another for Department Chair in compliance with the processes, timeline, and policies set forth in Faculty Agreement.
 - h. **Normal Election:** A regular, normally scheduled election that occurs every third year, for Department Chair in compliance with the processes, timetable, and policies set forth in the Faculty Agreement and the College Plan.
 - i. **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. **Faculty Senate:** The duly elected representatives and officers of the Phoenix College Faculty.
- a. **Faculty Senate President:** Duly elected president of the Phoenix College Faculty Senate

- b. **Faculty Senate President-Elect:** Duly elected president-elect of the Phoenix College Faculty Senate
9. **Faculty, All:** References to All Faculty include Residential Faculty and Adjunct Faculty as defined herein.
- a. **Faculty, Adjunct:** Adjunct Faculty are Faculty members employed in an instructional or service capacity on a part-time, term-to-term, non-appointive basis.
 - b. **Faculty, Instructional:** Instructional Faculty's designated responsibility is to serve as an instructor for a specific section of a course, or a number of different courses, offered within the District.
 - c. **Faculty, Residential:** Residential Faculty are Faculty members who hold probationary or appointive status.
 - d. **Faculty, Service:** Service Faculty's designated responsibility is to serve as a Counselor, Librarian, Center for Teacher & Learning, or to serve in an educational development role per the terms of a Special Services Assignment or a Request for Personal Services.
10. **Governance, Faculty:** Faculty are charged with determining the processes for implementing shared governance within the Faculty ranks. Residential Faculty have primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, Faculty status, and those aspects of integrated student support which relate to the educational process. Adjunct Faculty are encouraged to participate where the opportunity arises.
11. **In Residence:** Inherent in the role of Residential Faculty are the following: engagement with students; service on college committees and participation in shared governance; support and engagement of Faculty colleagues; awareness and understanding of the college culture; and availability to respond to and participate in essential college issues. In order to meet the professional obligations and expectations of Residential Faculty, a consistent, equitable, and reasonable availability of time spent at the college "in residence" is necessary.
- a. We at PC believe that live interaction with colleagues, students, and the community is to support learning for all. Thus, we strongly encourage a physical presence on campus regularly to nurture the interaction and engagement that supports student success and meets the needs of the department, thus creating a vibrant college community.

- b. The Academic Support Hours should be presented by the Faculty member in a manner consistent with the modality of instruction, such as designated online support hours for online courses, videoconference for live online, on-site support hours for in-person courses as follows:

#of Load Hours of Instruction	# of Academic Support Hours
1-3 hours	1 hour
4-6 hours	2 hours
7-9 hours	3 hours
10-12 hours	4 hours
13 hours or >	5 hours

- c. Faculty are required to participate in the appropriate evaluation process (Faculty Evaluation Plan or Peer Assistance Review).
- d. Faculty who do not fulfill their professional responsibilities as described in Article 5.1. of the Faculty Agreement or who do not meet “in residence” requirements, will be required to take the appropriate leave time or may be found to be in violation of a District policy.
12. **Instructional Councils** are discipline/service area Faculty committees formed to improve communications and coordination among and between Faculty working in common instructional/service areas. Membership in the Instructional Councils will be appointed by the Department Chair at each college with the consent of the majority of the Residential Faculty in the appropriate discipline. The appointee will be qualified in the appropriate discipline. The Department Chairs will report the appointments to the college’s Faculty Senate President. Policies governing Instructional Councils are found in the current “Instructional Council Guidelines.” Matters involving Instructional Councils are subject to Resolution of Controversy. (See Article 20.3.)
13. **Load:** An instructional load hour equivalent is a unit of measure used for the purposes of calculating required time for instruction, service, and accountability. One lecture hour (50 minutes based on Carnegie unit) equals 1.00 instructional clock hour equivalent. Instructional contact may be provided by either Instructional or Service Faculty. Faculty who are reassigned to non-instructional duties will be accountable to perform such duties for at least two clock hours per week for each load hour of reassignment.
14. **Modality:** The identification of instructional delivery.
- a. **Asynchronous:** all instruction is delivered online, and students/instructor(s) do not coordinate to access learning materials simultaneously.

- b. **Synchronous:** instruction is delivered in a manner that includes some form of live interaction with the students:
 - i. **Hybrid:** some portion of the instruction is delivered at an assigned time on specific day(s) whether In-person or Live-Online
 - ii. **In-person:** all instruction is delivered physically on-campus at an assigned time on specific day(s)
 - iii. **Live-Online:** all instruction is delivered virtually at an assigned time on specific day(s)
15. **Non-Chair, Supervision Roles:** The person appointed from among the Residential Faculty within the department who shall serve as Academic Program Director, Adjunct Faculty Evaluator, Clinical Coordinator, Course Coordinator, Lab Tech Supervisor, Lead Faculty, Occupational Program Director, or Service Faculty Director.
- a. **Academic Program Director (APD):** A full-time, Residential Faculty member or OYO from among the Faculty in the department who shall be responsible for the supervision and management of an academic program.
 - b. **Adjunct Faculty Evaluator:** A Faculty Member appointed to evaluate the teaching of assigned adjunct Faculty.
 - c. **Clinical Coordinator:** A Faculty Member appointed to oversee and coordinate the scheduling of clinical activities in coordination with the Department Chair or designee.
 - d. **Lab Tech Supervisor:** A full-time Residential Faculty member or OYO from among the Faculty in the department who shall oversee the operations of a college lab under the supervision of a Department Chair or program director.
 - e. **Lead Faculty/Area of Study Coordinator:** A Faculty Member appointed to oversee a cluster of related disciplines.
 - f. **Occupational Program Director (OPD):** A full-time, Residential Faculty member or OYO from among the Faculty in the department who shall be responsible for the supervision and management of an occupational program. The role and responsibilities of the Occupational Program Director shall be defined in the College Plan.
 - g. **Service Faculty Director:** A full-time Residential Faculty member or OYO from among the Faculty in the department who shall be responsible for the supervision and management of a service program.

Article C. Statement of Shared Governance

Phoenix College is committed to responsibility and decision making through a deliberate and intentional process of shared governance as a fundamental necessity of a healthy and successful College.

- At Phoenix College, shared governance is based on: transparency, collaboration, mutual trust and respect, accountability, and open, honest, clear communication.
- At Phoenix College, shared governance empowers all members of the College to have a voice in decision-making, thus, encouraging diverse and creative input that advances the success of the College.
- At Phoenix College, the weight of one's voice varies proportionally with the responsibilities one has for the outcome of the matter at hand.
- At Phoenix College, decisions are shared; they are knowledge-based; they support the effective and efficient function of the college, and they are made by those who are accountable for the results in collaboration with those who can best contribute to their implementation.

Article D. Department Chairs

The position of Department Chair is a faculty leadership position held by a Residential Faculty member. All procedures and processes of Department Chair elections must be conducted in compliance with the timeline included in the College Plan.

Section I Terms

- a. A Department Chair term is three (3) years
- b. Department Chairs, duly elected or appointed in the previous fall semester, shall assume office on July 1 of the academic year.
- c. A person may only serve two consecutive terms as Department Chair. If after two (2) consecutive terms there are no first consideration or second consideration nominations for Department Chair during the first call or nominee(s) fail to earn a majority of eligible votes, the current term-limited Department Chair may be nominated at the second call and is eligible to serve if elected.

Section 2 Election Call and Nominations

- a. The selection process for Department Chairs will occur during the fall semester of the last academic year of the three-year term in accordance with the election timetable adopted herein.
- b. The College President, or appropriate designee, will notify all Faculty members of incumbent Department Chairs whose terms will be expiring at the end of the academic year.

- c. The College President, or appropriate designee, shall call for first consideration nominations of candidates for Department Chair.
 - Should there be no first consideration nominee(s), there will be a call for second consideration nominee(s)
 - Should there be no first or second consideration nominee(s), the current term-limited department chair shall be eligible to seek an additional term.
 - Should there be no first or second consideration nominee(s), and the current Department Chair chooses not to be considered, the College President or designee shall appoint an Interim Department Chair for a full three-year term.
- d. The College President, or appropriate designee, will provide Faculty members with a form with which to submit nominations.
- e. Any duly qualified elector may self-nominate or be nominated by another elector. A nominee may withdraw their name from consideration as a candidate by written notice to the College President, or appropriate designee, and the members of the department.

Section 3 Balloting

- a. The College President, or appropriate designee, shall prepare for each department an electronic ballot bearing the name of each candidate and a space for voting in abstention. The ballot will be distributed to each elector at least two (2) weeks prior to the election date.
 - Per the Faculty Agreement, information from annual evaluations for Residential Faculty who previously have served as a Department Chair, including feedback from Adjunct Faculty and department staff, will be collected by the College President, or appropriate designee, and provided to all Residential Faculty in advance of the election process.
 - Per the Faculty Agreement, information from the Adjunct Faculty Association's annual Adjunct Faculty survey also will be provided and disseminated by the College President, or appropriate designee, in advance of the election process.
- b. Each elector shall have the professional responsibility to submit a completed ballot.
- c. The voting shall be by secret ballot.
- d. The Vice President of Academic Affairs, or appropriate designee, and the Faculty Senate President, or appropriate designee, shall affirm the ballots.
 - No one may be involved in counting ballots for an election in which they are a candidate or an elector.
- e. A candidate must receive a majority of eligible votes to be declared the duly elected Department Chair.

Section 4 Ties or Lack of Majority

- a. 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 shall be eliminated from further balloting.
- b. If no candidate earns a majority of the eligible votes, then only the names of the candidate with the most votes and any candidate(s) tied for second place will be included on the second ballot.
- c. Within one week of the first vote, the College President, or appropriate designee, shall prepare and distribute to each elector a second ballot bearing the name of each candidate and a space for voting in abstention. Once distributed, the second election must take place within one week.

- d. If the outcome of the second ballot results in a tie for first place, or if no candidate receives a majority of eligible votes, the ballot submission deadline will be extended by one week to allow the College President, or appropriate designee, and the Faculty Senate President, or appropriate designee, to make every reasonable effort to obtain the votes of any electors not casting a ballot.
- If the outcome of the second ballot remains in a tie for first place, or if no candidate receives a majority of eligible votes after these efforts for outstanding ballots have concluded, the College President, or appropriate designee, and the Faculty Senate President, or appropriate designee, will reach out to the currently serving Department Chair and request their name be placed on a third ballot.
 - If the third ballot results in a tie, or less than a majority of eligible votes, the College President, or appropriate designee, and the Faculty Senate President or appropriate designee, shall consult with the electors of the department before casting a singularly deciding vote.
 - If the currently serving Department Chair chooses not to have their name placed on the ballot, the College President, or appropriate designee, in consultation with the Faculty Senate President, or appropriate designee, shall appoint a Department Chair to serve for the entirety of the term.

Section 5 Department Chair Election Timeline

Process	Deadline
Announce Chair Elections	End of the first week of September
Call for Nominations	End of the first week of October
Close nominations	One (1) week after the Call for Nominations
Ballot distributed	One (1) week after the Close of Nominations
Submit ballot deadline	Two (2) weeks after the ballots are distributed
Announce winner or distribute 2nd ballot to break ties or lack of majority	Within one (1) week of the ballot submission deadline
Submit 2nd ballot deadline	One (1) week after 2nd ballots are distributed
Announce 2nd ballot winner or College President Appointment	By the end of fall semester accountability

Section 6 Vacancy

In the event that an incumbent Department Chair 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 policies), dies, resigns in writing, or is removed, the College President shall declare the office of Department Chair vacant and call for an interim Department Chair election.

Section 7 Removal

The removal of a Department Chair is outlined in the Faculty Agreement. It is replicated here for convenience.

Should circumstances warrant, a Department Chair may be removed through the following two methods: administrative removal and faculty recall vote.

7.2.13.1. Administrative Removal of a Department Chair

If a situation arises where there appears to be a need for the removal of a Department Chair based upon a failure to fulfill the required duties, the Administrative Evaluation process will be followed as outlined in Article 20.6. Examples where the Administrative Evaluation process may be used by the Vice President of Academic Affairs (VPAA) to remove a Department Chair include, but are not limited to, the following reasons:

- Failing to effectively fulfill the duties listed above,
- Committing a violation of Administrative Regulations and/or Board Policies, or
- Failing to honor the Faculty Professional Code of Ethics.

Once the Administrative Evaluation process has been completed, if it is determined that the Department Chair will be removed from the assignment, the Residential Faculty within the department will recommend an Acting Chair to the VPAA. The VPAA shall appoint an Acting Chair who will serve up until a selection process for a new Department Chair can be completed. The selection process for a new Chair will commence no later than the first week of accountability after the removal of the Chair.

If a Residential Faculty is removed from the Department Chair assignment, the individual will be ineligible for consideration in the election process for a new Chair for at least one full Chair term. The length of this ineligibility will be based upon the nature of the misconduct justifying the removal. The VPAA will be responsible for determining and communicating the length of the ineligibility period.

7.2.13.2. Recall of a Department Chair by Residential Faculty Vote

A Department Chair may also be recalled from the assignment by a recall vote of the Residential Faculty within the Department. A Residential Faculty recall vote may be used under a variety of circumstances when evidence of failed leadership on the part of the Chair is apparent. A request for a recall vote for a specific Department Chair may be held up to twice in a semester.

Adjunct Faculty will be allowed to participate individually and collectively in an advisory capacity in the recall process, and this information will be made available to Residential Faculty in the Department before the vote is cast.

The recall process will proceed as follows:

1. Initiation. Any Residential Faculty member in a Department may confidentially request in writing to the VPAA that a recall vote be held.
2. Timeline. Within seven (7) accountability days, the VPAA will notify all Residential Faculty in the Department, simultaneously with the Department Chair, of the request for a recall vote. The vote will be held within fourteen (14) accountability days of the notification in consultation with the Faculty Senate and following the voting process outlined in the College Plan.

3. Results. At least sixty percent (60%) of Residential Faculty, or a simple majority where there are four or fewer Residential Faculty in the Department, of the Residential Faculty eligible to vote, must vote in favor of the recall for the Department Chair to be removed.

4. Transition. When the recall vote supports the recall of the Department Chair, the Residential Faculty within the department will recommend an Acting Chair to the VPAA. The VPAA shall appoint an Acting Chair who will serve up until an election process for a new Department Chair can be completed. The election process for a new Chair will commence no later than the first week of accountability after the recall of the Chair.

5. Eligibility Restrictions. If a Residential Faculty is recalled from the Department Chair assignment, the individual will be ineligible for consideration in the election process for a new Chair for one full Chair term.

Section 8 Interim Elections

- a. 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.
- b. If the College President declares the office of Department Chair vacant at a time when an election is unfeasible, such as a vacancy that occurs over the summer, an interim Department Chair will be named by the College President in consultation with the Faculty Senate President and the department members. The College President will then call for an interim election as soon as accountability resumes for Residential Faculty.
- c. Any further appeal shall be in accordance with the provisions of the Faculty Agreement.

Section 9 Evaluation

- a. Each Department Chair will be evaluated in the spring of each year by the Vice President Academic Affairs, or designee, utilizing a standardized process and form developed in collaboration with and approved by the Chair Council.
- b. 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.
- c. Department Chair evaluations by the college administration will proceed according to the Faculty Agreement.
- d. Conflicts arising from this evaluation process shall be governed by pertinent policies in the Faculty Agreement.
- e. Department Chairs shall be evaluated in the spring of each year by all Faculty members in the Department utilizing a standardized process and form developed in collaboration with and approved by the Chair Council.
- f. Faculty evaluations of Department Chairs will be presented to the Vice President or designee who will summarize the evaluations, without identification of the authors, and provide to the Department Chair.

Section 10 Department Chair Elect Reassigned Time

- a. Faculty serving as Department Chair-Elect who previously have not served as a Department Chair shall receive one (1) load hour of reassigned time the semester prior to taking office.

- b. This reassigned time is granted to attend Chair Council meetings, learn District and College financial, scheduling, and other systems required to serve effectively as a Department Chair, and be mentored by the incumbent Department Chair.
- c. It is strongly encouraged that outgoing Department Chairs, as a matter of professionalism and responsibility to the Department, its students, and the College, mentor the incoming Department Chair and ensure a smooth transition of leadership.

Section 11 Compensation & Delegated Duties

- a. Chair duties delegated to Residential and Adjunct Faculty within the Department shall be appropriately compensated as determined collaboratively by the Chair, the Faculty member delegated the duty, and the department charter. [See [Appendix A](#)]
 - i. Department Chairs/Academic & Occupational Directors who establish other Job Titles, such as Assistant Chair, Adjunct Faculty Evaluator, Clinical Coordinator, Evening Supervisor, Lab Technician Supervisor, or Lead Faculty shall ensure delegated duties are compensated equitably in remuneration and/or reassigned time.
 - ii. The Department Chair shall renew or revoke delegated duties each semester according to the process outlined in each Department Charter.
- b. In the Spring of each academic year, the VPAA in partnership with the Faculty Senate President will establish a sub-committee to review and ensure relative consistency across departments regarding the appropriateness of compensation for delegated responsibilities.

Article E. Non-Chair, Supervision Roles

Section 1. Academic/Occupational Program Director or Service Faculty Director

Based on the needs of the department, the Department Chair may identify one or more individuals from the Residential and Adjunct Faculty of the department, in a manner prescribed in the department charter, to serve as an Academic or Occupational Program Director [[See Appendix B](#)].

- a. Evaluation

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.

 - i. Academic/Occupational Program Director or Service Faculty Director shall be evaluated in the spring of each year by all Faculty members in the Department's program, utilizing a standardized process and form developed in collaboration between the VPAA, or appropriate designee, and the Faculty Senate and approved by the Chair Council.
 - Program Directors identify All program Faculty and provide a list to Chair
 - Institutional Research will provide a link for Chairs to send to identified faculty
 - Chair will distribute evaluation instrument
 - IR will provide summative data to Chair
 - Chair will complete the evaluation process by meeting with the Director(s) and collaboratively establishing program goals for the

- following academic year.
- Should a Chair be serving as a Director, the VPAA, or appropriate designee, will facilitate this process.
- ii. Conflicts arising from this evaluation process shall be governed by pertinent policies in the Faculty Agreement.

b. Remuneration and/or Reassigned Time

- i. Those Faculty members who are responsible for coordinating approved academic, occupational, or service programs will receive remuneration and/or reassigned time as determined by the department charter. If reassigned time is taken, the Faculty member will not teach on an overload basis during the day program without approval by the Vice President of Academic Affairs, or appropriate designee.
- ii. Only the Academic/Occupational Program Director or Service Faculty Director or the Department Chair actually responsible for supervising and evaluating All Faculty shall be compensated for those duties. In no case should both a Chair and an Academic/Occupational Program Director or Service Faculty Director perform these duties simultaneously. Only one of either the Chair or the Academic/Occupational Program Director or Service Faculty Director shall receive remuneration for these duties. A Faculty member may not receive pay and/or reassigned time as both a Department Chair and an Academic/Occupational Program Director or Service Faculty Director.
- iii. In situations where Faculty and staff are not directly supervised by a Department Chair and are supervised by the Academic/Occupational Program Director or Service Faculty Director, the Director is accountable for the supervision or management of an academic program within the College including all duties and responsibilities articulated in the department charter.

c. Removal

- i. The Department Chair may petition, in writing, to the Vice President of Academic Affairs for the removal of a non-chair supervisor in response to unsatisfactory evaluations, substantiated student and/or faculty complaints, lack of meeting performance expectations, failure to uphold accreditation standards, and/or in response to program faculty.
- ii. When the Department Chair is serving in a non-chair supervisor role, department faculty can petition for removal of the non-chair supervisor in writing to the VPAA using the same process as the Department Chair removal.

Section 2. Other Non-Chair Supervisor Roles

- a. Based on the needs of the department, the Department Chair may identify one or more individuals from the Residential and Adjunct Faculty of the department, in a manner prescribed in the department charter, to serve in a supervisory leadership role. Example of such roles might be:
 1. Assistant Chair
 2. Evening Supervisor
 3. Service Program Director
 5. Lab Technician Supervisor
 6. Lead Faculty / Area of Study Coordinator
 8. Clinical Coordinator
 9. Adjunct Faculty Evaluator
- b. The Department Chair will identify, select, and evaluate all supervisory roles. Non-Chair, Supervisor selection, compensation, roles, duties, and evaluation processes shall be outlined in the Department Charter. The charter also will outline the process for transitioning duties should a non-chair supervisor require a leave of absence.
- c. If a department chair elects to serve in a non-chair, supervisory role, the decision will be based upon the overall needs of the department and its faculty. While administration may have input on this decision, the decision rests with the Department Chair.

Article F. Change in Departmental Structure

Section 1 Process

- a. The Faculty Senate 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.
- b. The College President 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 Senate President, the Department Chairs and Faculty members of all departments involved, appropriate Dean(s), and the Vice President of Academic Affairs.
- c. Any discussion or process to change department structure may not begin between April 1st and September 1st to ensure full Faculty participation in the process.
- d. Resolution of conflicts and disputes within the process of changing the departmental structure shall be referred to the Faculty Senate President. The Faculty Senate President may call upon the Professional Rights and Responsibilities Committee for its recommendations.
- e. Departments who experience a change in Faculty composition due to any structural changes under this Article shall hold a new Department Chair election.

Article G. Adjunct Faculty

The following Article is specific to the needs of Adjunct faculty members; however, it is of note that adjunct faculty members have been identified and included throughout this College Plan and in the Faculty Agreement.

Section 1 Hiring

- a. Adjunct Faculty are hired on a part-time, term-to-term, non-appointed basis.
- b. Adjunct Faculty report to Department Chairs, or appropriate designee, as defined within each department charter.

Section 2 Load Limits

- a. Adjunct Faculty may be assigned up to 9.0 load hours per semester during the academic year.
- b. With the permission of the Vice President of Academic Affairs, or designee, Adjunct Faculty may be assigned up to 12.0 load hours per semester inclusive of summer.
- c. Any instruction paid hourly contributes to the maximum number of hours that may be worked in a given week.

Section 3 Evaluations

- a. Adjunct Faculty members will be evaluated by a member of College Faculty leadership one time each semester for the first three semesters. Thereafter, Adjunct Faculty members will be evaluated once a year or any time they teach a new class.
- b. Evaluations will be conducted using a form adopted by the college for that purpose.
 - i. Evaluations also will include a review of the Adjunct Faculty member's course evaluations as completed by enrolled students.
 - ii. Within 14 days, the evaluator and the Adjunct Faculty member will meet to reflect on the evaluation. Results of the evaluation shall be provided in writing to the Adjunct Faculty member.

Section 4 Substitution Policies

- a. To substitute for a given course, Adjunct Faculty must meet the qualifications to teach the course as determined by the Instructional Council governing the course.
- b. Adjunct Faculty must be a current Phoenix College hire.

Section 5 Faculty Development

- a. Adjunct Faculty members, after having taught within MCCCDC for three consecutive semesters, may request to construct an optional Adjunct Faculty Development Plan (AFDP) to further support their development and growth. Annually, the Chief Academic Officer (CAO) or designee will work with the Department Chairs to determine the number of Adjunct Faculty who can be supported that year in the AFDP process. Individual Adjunct Faculty interested in developing an AFDP must submit the request to their department chair before the end of the semester prior to the semester in which the AFDP would be initiated. Support shall be provided by the designated Department Chair (selected by the Adjunct Faculty member if they serve at more than one campus), other designated Faculty leadership, and district-wide training programs administered by MCLI to complete the AFDP.
- b. The AFDP may contain:
 1. An annual review of the Adjunct Faculty's course load taught, as well as the academic accomplishments of students enrolled in courses completed during each year of Adjunct Faculty assignment;
 2. An annual review of Adjunct Faculty member's course evaluations as completed by enrolled students;
 3. An annual/third year review of an Adjunct Faculty member's self-evaluation in support of the most recent completed course load;
 4. An annual review of an Adjunct Faculty member's attendance and completion of District professional development training;
 5. Professional development in a formal program, such as ACUE training;
 6. An annual review of an Adjunct Faculty member's recommendations for course/curricula improvements based upon direct student interaction/text/course materials utilization
- c. The AFDP will be shared with the Department chair and other college academic leaders as appropriate.
- d. Compensation for the various levels of accomplishment under the Adjunct Faculty development process will be available under the Tier Plan found in Article 10 Compensation - 10.2.2 Adjunct Faculty Pay Progression.

Section 6 Compensation

- a. Similar to Residential Faculty progression, the Adjunct Faculty compensation system must also be predictable and informed by Adjunct Faculty performance. The hourly rates for Adjunct Faculty in the three (3) compensation levels will be as stated below starting AY 2022-2023:
 - a. Level 1: Adjunct rate: base rate per load hour
 - b. Level 2: Adjunct Senior rate: base rate plus 5% per load hour
 - c. Level 3: Adjunct Master rate: base rate plus 10% per load hour
- b. By default, all Adjunct Faculty will be initially placed on Level 1. In order for an Adjunct Faculty to be eligible to advance to a higher level, he/she must meet the requirements and timeline outlined in Article 19. When an Adjunct Faculty is advanced to a higher level, he/she will not be paid less than the minimum amount designated per load hour.
- c. In order to promote professional development in support of high-quality instruction, Adjunct Faculty may voluntarily participate in a three (3) level program that will include pay progression at each level as described in Article 19.

Section 7 Additional Compensation

- a. Adjunct Faculty who are appointed to college committees will be compensated for their time as included in the college budget.
- b. Adjunct Faculty are encouraged to seek clarification on compensation for such service.

Section 8 Adjunct Faculty Representative(s)

- a. There are two Faculty (2) Adjunct Faculty members elected to represent Phoenix College on the AFA Board.
- b. Duties include:
 - a. To serve and effectively carry out the responsibilities of the AFA Board.
 - b. Serve on Phoenix College leadership committees as a representative of the Adjunct Faculty, as well as other committees requested by college leadership.
 - c. Attend Faculty Senate meetings/Sub Committee meetings relevant to the role of AFA Representative.
 - d. Establish and maintain professional working relationships with Campus Administration/designees, as well as members of the CTL Campus office for the purpose of collaborative partnerships in meeting Adjunct faculty skills development and student success support.
 - e. Attend and present in your designated College's Adjunct Faculty Orientation at the beginning of the semester and as needed.
 - f. Participate in training in Interest Based Problem Solving when it is offered through the District, CTL, or their respective Campus.
 - g. Facilitate providing resources for Adjunct Faculty on their respective campus should issues be brought to their attention.

Article H. College Executive Leadership Team

Section 1 Duties

The College Executive Leadership Team is responsible for the review, discussion, and decisions of all major issues at the College including but not limited to, budget-related planning and decisions, strategic planning, campus space allocation, and staffing decisions.

Section 2 Membership

- a. The College Executive Leadership Team must include the Faculty Senate President and the Faculty Senate President Elect and the total membership, other than the College President, must reflect no less than 20% Faculty. Should the College Executive Leadership Team increase in membership of non-faculty, the proportional representation of faculty will be adjusted to account for that increase, to not fall below 20% of the membership of the team.
- b. Faculty serving on the College Executive Team in addition to the Faculty Senate President and Senate President Elect will be appointed by mutual agreement of the Faculty Senate President and the College President.
- c. At the discretion of the College President, executive session may be used and select team members excused for confidential human resources issues.

Article I. Addition of New Prefixes

As new prefixes are added to the course offerings at Phoenix College, the Vice President of Academic Affairs shall consult with the Department Chair(s) for assignment of the new prefixes to the appropriate department consistent with the recommendation of the appropriate Instructional Council(s).

Article J. Faculty Senate President Elect Reassigned Time

The Faculty senate President Elect shall receive no less than 3 load hours of reassigned time per semester during their term of office.

Article K. Variances from the College Plan

Section 1 Intent

The intent of these procedures is to provide a process for deliberation of variances from the College Plan while ensuring flexibility, communication, fairness, continuity, competence of personnel, and harmony within a cooperative Faculty and administration.

Section 2 Process

- a. Any department may, by a two-thirds (2/3) majority vote of eligible electorate, petition the Faculty Senate for a variance from the procedures contained herein.
 - The Faculty Senate President, having been notified by the Department Chair of this request, shall notify the College President to convene the Variance Committee
 - The Variance Committee shall be comprised of the following members:
 - College President
 - Vice President of Academic Affairs
 - Faculty Senate President, or appropriate designee if the Faculty President is a member of the requesting department
 - Department Chair of department requesting variance
 - Adjunct Faculty Representative, or appropriate designee if the Adjunct Faculty Representative is a member of the requesting department
 - This committee shall conduct its deliberations using the consensus/IBN decision-making model.
- b. The decision of the committee shall be binding and conveyed to the Department within two weeks of its decision.

Article L. Documentary Evidence of Protests, Deliberations, and Decision

The College Plan Task Force, Variance Committee, Faculty Senate President, a department, 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 College Plan.

Such records shall be maintained by the College President, who shall make them available, upon the request of any officer of the Faculty Senate, any faculty member, or any member of the administration.

Article M. Adoption and Amendment of the College Plan

Section 1 Purpose

This College Plan shall be reviewed and amended as needed, and no less than every three (3) years, to ensure it addresses the changing needs of the institution.

Section 2 Process

- a. Proposed amendments to this document may be brought to the Faculty Senate at any time by any Faculty member or the College President.
- b. The Faculty Senate may appoint a College Plan Task Force to review the entire college plan and any proposed amendment(s) and make recommendations to the Senate for action at any time but no less than every three (3) years.
- c. The Faculty Senate President will recommend College Plan Task Force membership subject to approval by the Faculty Senate.
 - i. The College Plan Task Force will have a minimum of seven (7) members, will be chaired by a member of the Faculty Senate, and shall include:
 1. a Department Chair
 2. an Occupational Program Director
 3. an Academic Program Director
 4. a Service Faculty member
 5. an Adjunct Representative
 6. the Vice President of Academic Affairs
 - ii. A Task Force member may fulfill multiple roles listed above.
- d. Recommendations for amendment by the College Plan Task Force will be submitted to the Faculty Senate.
- e. Upon Senate approval, the recommendations for amendment will be submitted to the College President for review and comment who shall have no more than ten (10) business days to respond. Any changes suggested by the College President must be approved by the Senate before presenting to the Faculty for vote.
- f. Upon Senate approval, the proposed amendments shall be presented to the Residential Faculty of Phoenix College for approval by vote.
- g. The proposed amendments shall be presented to the Faculty at least thirty (30) days prior to the voting deadline.
- h. Any amendments may be presented and voted on independently.
- i. A simple majority of the votes cast by Phoenix College Residential Faculty members will constitute approval of the proposed amendments.
- j. In the case of a tie vote, the proposal fails.

- k. Approved amendments will be submitted to the College President and Faculty Senate President for signature. If the College President does not approve and sign, the Faculty Senate has the option of resubmitting.
- l. Upon signature of the College President and Faculty President, the amendments shall, unless otherwise included in the approved amendments, be effective at the beginning of the next academic year and shall remain in effect until rescinded or modified in the manner prescribed above.
- m. This revised College Plan proposed in Fall 2021, when approved following the process described in this section to approve amendments, will go into effect immediately to ensure compliance with the new Faculty Agreement.

Section 3 Minor Clerical Adjustments

- a. Minor clerical adjustments, such as syntax errors, updates of section numbers, references to the Residential Faculty Policies, or clarification of terminology, may be made by the Faculty Senate, in consultation with the College President, in order to maintain the currency of the College Plan.
- b. All minor clerical adjustments must be non-substantive in nature and designed simply to keep the College Plan current, accurate, and unambiguous.
- c. Upon approval, the Faculty shall be notified of the adjustment.
- d. Should a proposed minor clerical adjustment not be agreed to by both the College President and the Faculty Senate, the change will be subject to the full process for amendment of the College Plan, as identified in this Article: Section 2.

Appendix A – Roles and Duties of Department Chairs

Department Chairs are responsible for the supervision or management of a Department within the College. Each Chair shall perform the following duties:

The Chair *may not* delegate the following duties:

Non Delegable Duties

1. Plan, manage, and oversee the Department budget
2. Review and provide final approval for the evaluation of Adjunct Faculty
3. Review and provide final approval for Department reports (e.g., annual reports, staffing requests, program reviews)
4. Facilitate Department meetings
5. Address, manage, and work to resolve conflicts
6. Manage and work to resolve formally registered student concerns
7. Identify, select, and evaluate other supervisory and non-supervisory roles in accordance with procedures set forth in the College Plan
8. Communicate College and District objectives, policies, and procedures to Department faculty and staff and to ensure adherence
9. Serve and participate in the Chair Council
10. Facilitate full and transparent communication between department members and college administration
11. Recommend the revision, deletion, and addition of department courses

The Chair *may* delegate the following duties:

Delegable Duties

1. Plan, manage, and oversee the Department class schedule
2. Review and provide final approval for the selection of Adjunct Faculty
3. Participate as a representative for the Department
4. Supervise and support Residential and Adjunct Faculty
5. Chair Residential Faculty position search committees
6. Evaluate Probationary Residential Faculty in accordance with the Faculty Agreement
7. Evaluate Adjunct Faculty
8. Supervise, support, and evaluate staff and temporary employees, according to the Staff Policy Manual
9. Supervisory duties including evening and summer supervision
10. Evaluate dual enrollment faculty
11. Facilitate articulation with other educational institutions at the department level
12. Facilitate the operational supervision of student-workers in the department
13. Assign teaching schedules to department Faculty and other responsibilities as to comply with district and college policy
14. Inform adjunct Faculty of discipline specific certification requirements, attendance regulations, and other responsibilities assigned
15. Prepare and maintain catalog materials related to the department
16. Facilitate the selection and approval process for textbooks and related materials as defined in each department's charter
17. Facilitate and participate in department promotion, recruitment, and retention activities, as well as Field of Interest events as appropriate

Appendix B – Roles and Duties Non-Chair, Supervisors (Occupational and Academic Program Directors, and Service Faculty Directors)

As identified in the Faculty Agreement, 7.3.1, the following language is included herein so it is readily available.

Each Academic and Occupational Program Director shall perform the following duties, in addition to any duties and responsibilities articulated in the Department Charter:

1. Oversee occupational program (e.g., supervise faculty and staff, administer Advisory Council meetings)
2. Coordinate completion of required program reports (e.g., program reviews)
3. Recruit, mentor, and evaluate Adjunct Faculty
4. Plan, manage, and oversee the program schedule
5. Ensure allocated resources are used effectively and efficiently
6. Facilitate selection of the appropriate Instructional Council(s) representative(s)

The responsibilities of Non-Chair, Supervisors vary among programs. This job description represents typical duties and responsibilities, and while some duties and responsibilities may not apply in all cases, additional duties and responsibilities may be required in others, as outlined in a particular department's charter.

1. Oversee the organization, administration, periodic review, continued development and general effectiveness of the program.
2. Ensure effective and efficient use of, and the public stewardship of, program resources.
3. Recommend and/or facilitate the procurement of equipment, supplies, and materials appropriate to the program.
4. Monitor the program's budget in collaboration with the department chair and other department Faculty. Submit, as required, proposals for increases in course fees, capital equipment, and other resources.
5. Maintain program labs and specialized learning spaces.
6. Collect and analyze outcome data regarding program goals and competencies.
7. Ensure program compliance with state and/or national accreditation standards.
8. In conjunction with the Department Chair, prepare accreditation and/or approval documentation and reports.
9. Submit reports as required by administration, accreditation, program review, and/or financial planning.
10. Facilitate program staff and Faculty meetings as needed.
11. In conjunction with the Department Chair, maintain appropriate program personnel information and documentation as required by MCCC group and policy handbooks, accrediting/approval entities, and/or other organizations or guidelines applicable to the program.
12. Facilitate the selection, orientation, mentoring, advising, scheduling, supervision, evaluation, and dismissal of adjunct Faculty, associated lab assistants, substitute Faculty and program other staff.
13. Participate in schedule building within the department.
14. Monitor and recommend revisions to college catalog and other print or electronic materials.
15. Develop, evaluate, and revise curriculum consistent with industry standards.
16. Select and recommend textbooks, scientific references, periodicals, and other materials related to the program.
17. Supervise student orientations to the program.
18. Facilitate the advisement and retention of program students.

19. Facilitate and participate in program promotion, recruitment, and retention activities, as well as Field of Interest events as appropriate.
20. In collaboration with the Department Chair, respond to complaints from students, Faculty, and staff within the program.
21. Recommend selection of advisory council members and facilitate program advisory council meetings and other communications.
22. Participate in academic/occupational-related and/or professional committees established by business, industry, government, or discipline-specific organizations.
23. Serve as a liaison/representative to Instructional Councils/Articulation Task Forces and other relevant campus, District, and community-based committees.
24. Create and maintain partnerships relevant to the program, establish and maintain practicum site relationships, including visitation of sites and collaboration with practicum coordinators.
25. Foster program communication throughout the campus and district.

Appendix C – Department Charters

The following department charters have been approved by the Faculty Senate and are linked herein for ease of accessibility. The date following each department charter identifies the date of this approval. If a department's charter link does not appear, the current charter has not been approved by the Faculty Senate.

[Applied Technology, Family & Consumer Science](#) [10.01.2021]

[Behavioral Sciences](#) [10.01.2021]

[Biosciences](#) [10.01.2021]

[Business](#) [10.01.2021]

[Center for Teaching & Learning](#) [10.01.2021]

[Communication, Reading, ASL, Education](#) [10.01.2021]

[Computer & Information Technology](#) [10.01.2021]

[Counseling](#) [10.01.2021]

[Criminal Justice, Emergency Response & Legal Studies](#) [10.01.2021]

[Dental Programs](#) [10.01.2021]

[English](#) [10.01.2021]

[Fine & Performing Arts](#) [10.01.2021]

[Health Professions, Fitness & Wellness](#) [10.01.2021]

[Liberal Arts](#) [10.15.2021]

[Library](#) [10.01.2021]

[Mathematics](#) [10.01.2021]

[Nursing](#) [10.01.2021]

[Physical Sciences](#) [10.01.2021]