

Sabbatical Proposal
Development of Department Chair Reference Manual

Graciela Casillas-Tortorelli

October 19, 2016

Proposed Sabbatical: Fall 2017

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1. **Background and Statement of Purpose:** the purpose of my sabbatical is to analyze evaluate, and document the role, responsibilities and duties of a department chair in order to produce a step by step reference manual that new department chairs can follow and use as a guide at Oxnard College.

In my role as department chair for Health and Physical Education and for counseling, I have had to rely on the brief description outlined in the Federation of College Teachers (AFT) contract to understand my role as a department chair. When I became department chair, I was given no training. I was handed the AFT contract and told to study the section that addressed the duties and responsibilities of a department chair. I quickly learned that being a department chair goes beyond what is written on page 66 and 67, section 13.11.

For example, the AFT contract states that it is the department chair's responsibility to evaluate faculty within the department. Where does one begin? What is the process for staffing courses within the department? When and how is the new department chair told that there is a longevity list that must be honored? These are just a few issues that a new department chair may be faced with.

2. Rational

- a. **Professional Development:** Completing this project would assist me in my continued role as department chair by giving me the opportunity to research, analyze and collect information and resources that can be published in the manual. Having this information electronically would assist me in being more efficient. I will explore having a dedicated folder in SharePoint or some other venue where these forms would be accessible to department chairs.

- b. **Value to Department:** New department chairs will be able to use the manual to address a variety of questions. Lack of time or processes that assist chairs in carrying out duties and responsibilities contribute to frustration and a feeling of little or no support from the department. Developing a manual that addresses these needs would be beneficial for all chairs regardless of department. Department chairs would no longer have to go on a scavenger hunt every time they need something.
- c. **Value to College or District:** Developing a manual that addresses the needs of an instructional chair as well as a counseling chair would benefit our district because a manual for department chairs could be utilized by counselors and professors across the district. Although processes may be unique to one college, overall duties are the same across all three campuses. All require department chairs to staff classes, conduct evaluations, oversee schedules, and notify classes when faculty are absent.

A manual will assist department chairs in being more efficient and enhance productivity during release time. Most chairs are allowed approximately six hours of release time per week. Not having to waste time researching and making calls to get answers would benefit the department chair, the faculty he/she serves, the college because a trained department chair is a more effective and efficient department chair.

- d. **Value to Students:** “Oxnard College is a learning-centered institution that embraces academic excellence by providing multiple pathways to student success.” Aligned with our mission statement, department chairs are also counselors and professors who interact and serve students on a daily basis, guiding them and assisting them in achieving student success. Developing a manual supports our mission in that it supports the role of department chairs.
- e. **Value to the Community:** A trained, efficient department chair will have more time to organize and interface with other entities on campus that specifically target our community. Engaging high school students and community members is only one aspect of the counseling department.

3. Implementation

- a. **Implementation Procedure:** Beginning mid-August to the end of September 2017, I will begin to gather data by conducting a gap analysis. My initial analysis will be based on interviewing department chairs to determine their understanding of what the expectations are of their role. Secondly, I will look beyond the written description per

the AFT contract to determine what other duties and responsibilities are being assigned to department chairs by their respective deans.

Possible questions may include, but, are not limited to:

- What is your understanding of how courses are assigned to faculty?
- What is your understanding of how counselors are assigned extra hourly?
- How do you proceed once you have exhausted the longevity list?
- What is the process when considering Assignment Request Forms (ARFs) in assigning classes?
- What is the process for evaluating a tenured faculty vs. a non contract adjunct faculty?
- What is your understanding of how one establishes a tenure committee, timelines, or a committee composition.
- What process do you have in place to document absences?
- What is your understanding of a faculty being absent due to being sick or taking a personal day? What process do you have in place for documentation?
- Counselors: What process do you have in place for tracking petitions?
- What are the limitations of your position as a department chair?
- Do you feel you have the skills to lead a department?
- How do you address complaints against faculty?
- What is your leadership style?
- Do you think your leadership style is effective?

The second part to my interview will address perceived needs and how the department and administration can support these needs. Possible questions may include but, are not limited to:

- How often do you have a one to one meeting with your dean?
- How often do you have department meetings?
- What is the morale of your department?
- Do you feel you get the support you need from your colleagues?
- Do you feel you are supported by your dean?
- Do you have a process in place to discuss and resolve differences during departmental meetings?

Along with conducting interviews and collecting data, I will also set up a meeting with the department chairs from Ventura and Moorpark college to determine if our needs are unique to our campus or consistent across campuses.

In November I shall begin to outline and develop the content of the manual. Some of the areas that will be addressed include:

Counseling Faculty

- Assigning extra-hourly for counselors
- Understanding hourly limitation per semester
- Generating CHA request
- Updating course outlines (counseling-PG courses), developing a matrix for course offerings
- Documenting Processes
- Faculty calendar: Mapping of 193 days
- GradesFirst: Listing MIS codes and definitions
- Directions for accessing: Curricunet, SharePoint, OnBase, and DegreeWorks.
- Program review

Instructional Faculty:

- Program review template
- Instructional Faculty (108 hours) services to students

Both Instructional and Counseling Faculty

- Process for staffing classes based on: The longevity list, ARFs, or adjunct faculty not on the longevity list
- Generating contract hourly assignments (CHAs)
- Scheduling of classes (matrix)
- Assigning Load
- Longevity list
- Course development for department
- Developing, mapping and assessing student learning outcomes (SLOs)
- Assigning faculty to committees
- Developing “leads” in the counseling department
- Program review
- Sick leave vs. personal necessity
- Calendar for fall, spring and summer schedule development

Electronic forms that department chairs will be able to have in one dedicated space to access at will instead of having to go onto HR tools, websites, etc

- Calendars for counselors to map out 193 days
- Daily schedules for instructional faculty including office hours
- Daily schedule for counseling faculty
- Template for documenting when counseling faculty are off-contract
- Absentee reports
- Blue slip: Used by counselors to make changes on the 193 calendar
- Flex-Reports: Counseling vs. Instructional
- Flex request forms for counselors
- CHA request forms
- Template for keeping track of extra hourly for counselors
- Template for keeping track of adjunct faculty
- Program review template

November and December, I will assemble the manual. If I am able to get funding to print copies for all department chairs, I will do so. I will also offer the option to distribute it electronically.

- b. Projected Results:** I believe that the result will be a comprehensive manual designed for new and continuing department chairs which will enhance their ability to be organized, structured and effective in their role as department chair.
- c. Dissemination Plan:** Although developed primarily for department chairs, the manual will be available for viewing by anyone in the college community, and will be posted on a sight to be determined.
- d. Project Timeline:** Approximate
 - August 2017: Collect data obtained from interviews
 - September 2017: Analyze data collected
 - October 2017: Outline manual
 - November 2017: Write manual
 - December 2017: Develop electronic forms

4. Past Contributions to the District

- Student Success & Support Services (3SP) coordinator Spring 2014-Sp 2015
- Project Alas: 2015-Present
- Department Chair: Counseling: Fall 2012-present (left one semester F 2015-PE/HED)
- Department Chair: PE/HED Fall 2015
- Department Chair: PE/HED Fall 2009-Spring 2012
- Planning Budget Committee: 2013-present
- Academic Senate: Senator 2013-Present (took one semester off-Fall 2015 went back to PE/HED)
- EOPs Advisory Board
- 3SP Task Force: 2014-15
- Region 6 3SP Committee 2014-2015
- Student Services Leadership Team 2012-Present
- Student Success Task force: 2014-2015
- District Technical Review Workgroup-Student Services (DTRW-SS) Co-Chair: 2014-2015, Current member
- District Technical Review Workgroup –Instruction DTRW-I: 2013-2014
- Curriculum committee: 2002-present
- Co-Chair Tenure committee: Letty Mojica (completed)
- Co-Chair Tenure Committee: Charles Ramirez 2014-2015
- Co-Chair Tenure Committee: Cesar Flores (completed)
- Co-Chair Tenure committee: Linda Webb (In Progress)
- Co-Chair Tenure Committee: Marcelo Cabral (In Progress)
- Banner Workgroup: 2016-present
- GradesFirst/DegreeWorks Technical Workgroup: 2015-Present
- Past member of LOT committee: Fall 2011-Sp 2013
- Past member of PEPC committee: 2008-2014
- Past member of Campus Use & Development Committee: 1999-2004

Projects

CSUCI- Engaging Latinos for Transfer Project

Co-Chair Standard II C Accreditation

Development of Oxnard College On-Line Orientation

GradesFirst Task Force

DegreeWorks Task Force-power User

Early Admissions-CSUCI

Curriculum Development: Developed (authored)

- PE R130
- PE R131A
- PE R131B
- PE R132
- PE R133A
- PE R133B
- PE R134
- PE R179A
- PE R179B
- HED R102
- HED R102L
- HED R107

5. Length of Service: 18 years, 17 full-time

6. Past Sabbaticals Awarded: Once-2006