

**FINAL  
RECOMMENDATIONS  
of the  
FACULTY COMMISSION**

**April 24, 1998**

## PREAMBLE

On March 24, 1998, the Faculty Commission met for the first time. At that meeting we were given this charge:

- a. to recommend to the Executive Committee collegewide and campus structures for faculty participation regarding curriculum, instruction, academic and student support, and other academic matters.
- b. to recommend to the Executive Committee selection procedures to enable the College Provost and the Campus Presidents to make appointments of faculty to collegewide and campus academic/student support groups.
- c. to recommend to the Executive Committee, methods for ensuring broad faculty participation in academic/student support matters.

Our charge was not to replace the faculty senates, but to conceive a new structure for faculty participation in academic affairs in place of the Academic Affairs and Student Services Committees. Given the significant changes generated by recent events, we saw this as an opportunity to create something new, something that would better address current needs and concerns, provide a broader level of participation, and allow for more inclusive involvement of all those who play a role in the academic work of Miami-Dade Community College. We feel that we have accomplished that, and in the process have underlined the important reality that we are one College.

We came to this project as persons appointed to bring our best thinking to the task at hand. We have tried to be sensitive to the needs and concerns of all our colleagues across the College in formulating plans to deal with matters of academics and student services. We have attempted to represent the best interests of the entire institution. Our work is not set in stone. Experience will and must refine it over the course of time. The challenge that faces us all is to put the mission of the College ahead of any localized or limited interests.

In our deliberations we were guided by the following principles:

That orientation of our work be **academic**, not political, to ensure that decisions on matters related to curriculum, support systems for student success and other related academic issues are derived from and motivated by informed discourse and student needs.

That **faculty representation** on new academic/student support structures be **predominant** to guarantee that primary responsibility for the quality of educational programs reside with the faculty in accordance with the criteria of the Southern Association of Colleges and Schools.

That membership in new academic/student support structures be **inclusive and diverse** to guarantee that all voices can be heard and to ensure wide faculty participation by ethnicity, gender and academic discipline, regardless of rank and years of service.

That the composition of all campus and College-wide academic/student support structures be **holistic**, including faculty, administration, staff and students, to ensure that decisions affecting specific areas are made with input from those areas.

That **collegiality** be encouraged to foster a shared sense of working together and to promote enlightened cooperation among faculty, students, administrators and staff.

That all efforts be made to provide new structures and procedures that are **clear and efficient**.

That emphasis be placed on seeing ourselves as **one college** to ensure College-wide standards of participation, collaborative spirit and consistent focus on the mission of the college.

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Members of the Faculty Commission:

German Muñoz, Chair

Juan Abascal

Suzanne Austin

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We recommend the creation of an academic and student support council on each campus and a parallel group according to the guidelines detailed below.

## **I. Guidelines for Membership and Selection: Campus Academic and Student Support Councils (CASSC)**

Campus sizes and organizational patterns vary. The following are guidelines for campuses to follow as they structure their Campus Academic and Student Support Councils.

<b>Group</b>	<b>Number</b>
<b>Deans.</b> Academic/Student Services/Executive	2 (or 1, if Executive Dean)
<b>Associate Dean.</b> (if a position on the campus)	Number depends on campus
<b>Chairs.</b> 1/2 of campus total (including academic and student support departments like library, counseling/student development and retention/ advisement). Staggered terms. In first year 1/2 get 1 year term, 1/2 get 2 year term.	Number depends on campus
<b>Faculty.</b> 2 per department, 1 elected and 1 appointed (including academic and student support departments like library, counseling/student development and retention/advisement. Staggered terms. In first year, 1 gets a year term, 1 gets a 2 year term.	Number depends on campus
<b>Students.</b> SGA recommends selection process to Campus President, who appoints.	2
<b>Academic support staff.</b> Rotates among appropriate areas to maximize participation. Campus President appoints.	4 maximum
<b>Total</b>	<b>Varies by campus</b>

**Term of service:** Each term will be two years in length for faculty and support staff, with one year break before an individual is eligible to be elected or appointed again. Students will serve one year.

**Aggregation of small departments:** At the discretion of the campus, small departments will be aggregated. On large campuses, departments with fewer than six members (including the chairperson) will be aggregated. This will affect numbers of faculty and numbers of chairpersons on the Council. Decisions will be made by the Campus President.

## II. Guidelines for Membership and Selection: Academic and Student Support Council (CASSC)

<b>Group</b>	<b>Number</b>
<b>Deans.</b> Academic/Student Services/ Executive, District Dean of Education	11
<b>Classroom faculty.</b> 2 each, 1 elected and 1 appointed, from the 5 General Education discipline areas of E.S.L./Languages, English, Humanities, Social Science, Natural Science, Mathematics.	12
2 each, 1 elected and 1 appointed from the 4 Occupational Education discipline clusters of Business/C.I.S., Entertainment Technology, Design Technology, Allied Health/Nursing, and other Programs.	8
<b>Non-classroom Faculty</b> (academic and student support departments like library, counseling/student development and retention/advisement). 1 elected and 1 appointed.	2
<i>See Appendix A, pages 8-10 for details.</i>	22 total faculty
<b>Students.</b> SGA recommends appointment process to Provost.	2
<b>Academic support staff.</b> Rotates among appropriate areas to maximize participation. Appointed by the Provost.	4
<b>TOTAL</b>	<b>39</b>

**Term of Service:** Each term will be one year in length for faculty, students and support staff, with one year break before an individual is eligible to be elected or appointed again.

### **Selection of CASSC Members**

1. Who is eligible to serve on the CASSC? Any full-time employee from one of the designated categories.
  
2. Following is the process to select faculty members for elected positions on the CASSC.
  - a. The election will be conducted by an appropriate administrator. All department chairs will conduct elections in their own departments for Campus CASSC representation. Chairs of General education departments will do the same for the College-wide CASSC. (If a chair is a candidate, the associate dean or dean will assume the responsibility.) An administrator will be designated to conduct the College-Wide, discipline based elections for the academic/student support areas and Occupational education areas for the College-wide CASSC.

*(See Appendix A, pages 8-10 for details.)*

- b. For Campus CASSCs, the name of all eligible faculty in each department will be placed on a ballot. Faculty may ask that their names be removed from the ballot if they do not wish to serve. Only faculty in the department will vote for their representative to the Campus CASSC.
  - c. For the College-wide CASSC, a rotation system will establish a lead campus for General Education disciplines or a “lead” discipline for academic/student support and Occupational Education areas each year. *(For details, see Appendix A, pages 8-10).* The names of all eligible faculty will be placed on the ballot. Faculty may ask that their names be removed from the ballot if they do not wish to serve. Only faculty who are from the eligible areas will vote for their representative to the College-wide CASSC.
  - d. There will be public counting of votes and reporting of outcome of elections.
  - e. Elections will be conducted simultaneously in all departments (for Campus CASSCs) or disciplines (for College-wide CASSC).
3. Appointed members will be selected by the Campus President for the Campus CASSCs and by the College Provost for the College-wide CASSC. When possible, appointed faculty members for the College-wide CASSC will be selected from a campus other than that of the elected member for the discipline for that year. Appointments will be made one week following elections.

#### **Selection of CASSC Chairperson**

1. The Chairperson of the Campus CASSC will be the Academic Dean. The Student Services Dean will be the back-up.
2. The Chairperson of the College-wide CASSC will be elected from among the faculty members of the CASSC by the full CASSC membership.

#### **Work of the Councils**

1. There will be a five-person Coordinating Committee for the College-wide CASSC, selected from its members. The Coordinating Committee will consist of:
  - 2 Deans appointed by the Provost
  - 1 CASSC faculty member elected by the CASSC
  - 1 CASSC staff member elected by the CASSC
  - The Chairperson of the CASSC (a faculty member)
2. The major work of the College-wide CASSC will be done through subcommittees. Examples might include: library, technology, occupational, distance education, student flow implementation, general education implementation, research and testing. The Provost, in consultation with the

Coordinating Committee of the CASSC, will make appointments to subcommittees. In making appointments, the Provost will consider appropriate faculty, staff, administrative and student representation based on diversity, knowledge and expertise in the work required of the subcommittee. To ensure linkage between the CASSC and its subcommittees, subcommittee chairs will be invited to CASSC meetings.

3. Campus CASSCs will be organized according to the College-wide CASSC mode.
  - a. There will be a five-person Coordinating Committee selected from the membership of the Campus CASSC. The Coordinating Committee will consist of:
    - 1 Dean, the Campus
    - 2 Campus CASSC faculty members elected by the CASSC
    - 1 Campus CASSC staff member elected by the CASSC
    - 1 Campus CASSC administrative member appointed by the Campus President
  - b. The Campus President, in consultation with the Coordinating Committee of the Campus CASSC, will make appointments to subcommittees. In making appointments, the Campus President will consider appropriate faculty, staff, administrative and student representation based on diversity, knowledge and expertise in the work required of the subcommittee. To ensure linkage between the CASSC and its subcommittees, subcommittee chairs will be invited to CASSC meetings.
4. The flow of information from Campus to College-wide CASSC will be chair-of-council to chair-of-council.
5. There ordinarily will be one Council meeting per month (Campus and ).
6. Both Campus and College-wide CASSCs will have a goal to establish and keep communication channels open. Avenues for electronically supported communication will include: posting agendas and minutes on the Web, chat rooms, list serves, and e-mail.
7. Campus Presidents will provide support to Campus CASSCS. The District Office of Education will provide staff support to the College-wide CASSC.

**Appointment/Service Cycle:**

Appointments will be made each Winter Term (March). This will permit each new CASSC member to attend at least 2 of the remaining 4 meetings of the year to become familiar with the work of the CASSC. The official term of service starts in the Fall Term.

**Additional Recommendations:**

1. Because it represents a departure from tradition, a review mechanism is necessary to assess the effectiveness of this model. Between the first and second ‘cycles’ of the CASSCs, the Faculty Commission should reconvene to make that assessment and report its findings and recommendations to the College Provost.

2. College-wide discipline groups should be formed to provide regular interaction among faculty in the disciplines. As appropriate, the discipline groups should bring issues/recommendations to the CASSCs. An appropriate department chairperson should be charged to convene each discipline group for its first meeting.

**A comparison of the past College-wide academic/student affairs structures to the proposed model can be found in Appendix “B”, page 13.**

**APPENDIX “A”**  
**COLLEGE-WIDE ACADEMIC AND STUDENT SUPPORT**  
**COUNCIL**

The Council membership will include one faculty member elected and one faculty member appointed for each of the six General Education discipline areas, for the Library/Student Support areas, and four Occupational Cluster areas (a total of 11 areas resulting in 22 faculty members).

The following schedules provide for the election of Council members. The College Provost will appoint the other faculty members from a list of nominees from the Campus Presidents. The Campus Presidents at North, Kendall, and Wolfson Campuses will nominate two faculty members for each group; the Campus Presidents at Homestead and InterAmerican Campuses will nominate one faculty member each; the Campus President at Medical Center Campus will nominate two faculty members for the Medical Cluster.

**Schedule for Election of Faculty from Discipline Groups**

**I. General Education Areas**

<b>Campus/ Discipline</b>	<b>North</b>	<b>Kendall</b>	<b>Wolfson</b>	<b>Homestead</b>	<b>InterAmerican</b>
<b>ESL/Foreign Language</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>English</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>1998</b>
<b>Humanities</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>1998</b>	<b>1999</b>
<b>Social Science</b>	<b>2001</b>	<b>2002</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
<b>Natural Science</b>	<b>2002</b>	<b>1998</b>	<b>1000</b>	<b>2000</b>	<b>2001</b>
<b>Math</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>

**ESL/Languages** includes College Prep and College level ESL, and Foreign Languages.

**English** includes Reading, College Prep Reading and Writing, English Composition, Literature, Speech, and Journalism.

**Humanities** includes Humanities, Art, Music, Theater, Dance and Philosophy.

**Social Science** includes Psychology, Sociology, Anthropology, Education, History, Economics, and Political Science.

**Natural Sciences** includes Biology, Anatomy and Physiology, Nutrition, Chemistry, Geology, Physics, Astronomy, Meteorology, Oceanography, and Health/Wellness.

**Mathematics** includes College Prep, and College level Mathematics.

Elections will be conducted in the department(s) of the designated campus. Appointed Council members will be from campuses other than those of the elected members.

**Update of APPENDIX “A” on March 20, 2003**

**Schedule for Election of Faculty from Discipline Groups**

**I. General Education Areas**

<b>Campus/ Discipline</b>	<b>North</b>	<b>Kendall</b>	<b>Wolfson</b>	<b>Homestead</b>	<b>InterAmerican</b>
<b>ESL/ Foreign Language</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2001</b>
<b>English</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2001</b>	<b>2002</b>
<b>Humanities</b>	<b>2004</b>	<b>2005</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
<b>Social Science</b>	<b>2005</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
<b>Natural Science</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<b>Math</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2001</b>

**ESL/Foreign Language** includes College Prep and College level ESL, and Foreign Languages.

**English** includes Reading, College Prep Reading and Writing, English Composition, Literature, Speech, and Journalism.

**Humanities** includes Humanities, Art (Photography), Music, Theater, Dance, and Philosophy.

**Social Sciences** includes Psychology (Human Resources), Sociology, Anthropology, History, Legal Assisting, Economics, and Political Science.

**Natural Sciences** includes Biology (Landscape), Anatomy and Physiology, Nutrition, Chemistry, Geology, Physics, Astronomy, Meteorology, Oceanography, Dietetic Technology, and Health/Wellness.

**Mathematics** includes College Prep and College level Mathematics.

Elections will be conducted in the department(s) of the designated campus.

Appointments will be from campuses other than those of the elected members.

**In the event that the campus scheduled to hold an election in the rotation process does not have full-time faculty in the discipline area or faculty in the discipline area willing to serve on CASSC, the following process will be followed: An election will be held, college-wide, coordinated by the Associate Dean identified as the Discipline Coordinator, from among faculty in the discipline area. The individual elected will serve a two-year term and will fill the seat of the campus unable to provide the elected representative. The next election will be held in two years as described on the above rotation schedule irrespective of the home campus of the individual elected in the college-wide election. The campus unable to hold the election will retain its original position the rotation schedule.**

**Update of APPENDIX “A” on July 28, 2004**

**Schedule for Election of Faculty from Discipline Groups**

**General Education Areas**

<b><u>CAMPUS/ DISCIPLINE</u></b>	<b><u>NORTH CAMPUS</u></b>	<b><u>KENDALL CAMPUS</u></b>	<b><u>WOLFSON CAMPUS</u></b>	<b><u>HOMESTEAD CAMPUS</u></b>	<b><u>INTER- AMERICAN CAMPUS</u></b>
<b>ESL/ FOREIGN LANGUAGE</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2005</b>	<b>2006</b>
<b>ENGLISH</b>	<b>2008</b>	<b>2009</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>HUMANITIES</b>	<b>2009</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>SOCIAL SCIENCE</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>NATURAL SCIENCE</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2005</b>
<b>MATH</b>	<b>2007</b>	<b>2008</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>

**ESL/Foreign Language** includes College Prep and College level ESL, and Foreign Languages.

**English** includes Reading, College Prep Reading and Writing, English Composition, Literature, Speech and Journalism.

**Humanities** includes Humanities, Art (Photography) Music, Theater, Dance, and Philosophy.

**Social Sciences** includes Psychology (Human Resources), Sociology, Anthropology, History, Legal Assisting, Economics and Political Science.

**Natural Sciences** includes Biology (Landscape), Anatomy and Physiology, Nutrition, Chemistry, Geology, Physics, Astronomy, Meteorology, Oceanography, Dietetic Technology and Health/Wellness.

**Mathematics** includes College Prep and College level Mathematics.

Elections will be conducted in the department(s) of the designated campus.

Appointments will be from campuses other than those of the elected members.

**In the event that the campus scheduled to hold an election in the rotation process does not have full time faculty in the discipline area or faculty in the discipline area willing to serve on CASSC, the following process will be followed: An election will be held, college-wide, coordinated by the Associate Dean identified as the Discipline Coordinator, from among faculty in the discipline area. The individual elected will serve a two-year term and will fill the seat of the campus unable to provide the elected representative. The next election will be held in two years as described on the above rotation schedule irrespective of the home campus of the individual elected in the college-wide election. The campus unable to hold the election will retain its original position in the rotation schedule.**

**Update of APPENDIX “A” on February 24, 2006**

**Schedule for Election of Faculty from Discipline Groups**

**General Education Areas**

<u>CAMPUS/ DISCIPLINE</u>	<u>NORTH CAMPUS</u>	<u>KENDALL CAMPUS</u>	<u>WOLFSON CAMPUS</u>	<u>HOMESTEAD CAMPUS</u>	<u>INTER- AMERICAN CAMPUS</u>	<u>HIALEAH CAMPUS</u>
ESL/ FOREIGN LANGUAGE	2008	2009	2010	2005	2006	2007
ENGLISH	2009	2010	2005	2006	2007	2008
HUMANITIES	2010	2005	2006	2007	2008	2009
SOCIAL SCIENCE	2005	2006	2007	2008	2009	2010
NATURAL SCIENCE	2007	2008	2009	2010	2005	2006
MATH	2008	2009	2010	2005	2006	2007

**ESL/Foreign Language** includes College Prep and College level ESL, and Foreign Languages.

**English** includes Reading, College Prep Reading and Writing, English Composition, Literature, Speech and Journalism.

**Humanities** includes Humanities, Art (Photography), Music, Theater, Dance, and Philosophy.

**Social Sciences** includes Psychology (Human Resources), Sociology, Anthropology, History, Legal Assisting, Economics and Political Science.

**Natural Sciences** includes Biology (Landscape), Anatomy and Physiology, Nutrition, Chemistry, Geology, Physics, Astronomy, Meteorology, Oceanography, Dietetic Technology and Health/Wellness.

**Mathematics** includes College Prep and College level Mathematics.

Elections will be conducted in the department(s) of the designated campus.

Appointments will be from campuses other than those of the elected members.

**In the event that the campus scheduled to hold an election in the rotation process does not have full time faculty in the discipline area or faculty in the discipline area willing to serve on CASSC, the following process will be followed: An election will be held, college-wide, coordinated by the Academic Dean from among faculty in the discipline area. The individual elected will serve a two-year term and will fill the seat of the campus unable to provide the elected representative. The next election will be held in two years as described on the above rotation schedule irrespective of the home campus of the individual elected in the college-wide election. The campus unable to hold the election will retain its original position in the rotation schedule.**

## II. Library and Student Support Services Areas

One faculty member will be elected College-wide by all faculty librarians every other year, and one faculty member from the student support services will be elected on the alternate years. One faculty member will be appointed by the College Provost in consultation with the Campus Presidents.

Faculty librarians College-wide will elect a representative in 1998, and all even-numbered years. Faculty from student support services College-wide will elect a representative in 1999 and all odd-numbered years.

Elections will be conducted so that a campus will have an elected representative no more than once every three years. The appointed Council member will be from the non-elected area and from a campus other than that of the elected member.

## III. Occupational Education Areas

One faculty member will be elected College-wide from each cluster group. One faculty member will be appointed by the College Provost in consultation with the Campus presidents.

### 1. **Business and Computer Information Systems Cluster:**

- Discipline Groups:
- A) Business Disciplines (Business, Management, Marketing, Accounting, Financial Services)
  - B) Computer Information Systems and Office Technology Disciplines (Computer Sciences, Data Processing, Computer Programming, Office Systems Technology, Legal Assisting, Court Reporting)

Business Faculty College-wide will elect a representative in 1998, and in all even numbered years. C.I.S. and Office Systems Technology faculty will elect a representative in 1999, and in all odd-numbered years. The Appointed Council member will be from a campus and discipline area other than that of the elected member.

### 2. **Entertainment Technology Cluster:**

- Discipline Groups:
- A) Entertainment Technology Disciplines (Entertainment Technology, Film Production, Music Business, Photographic Technology, Radio/TV Broadcasting, Production, and Programming)
  - B) Design Technology Disciplines (Architecture Design and Drafting, Apparel Design, Building Construction, Graphic Arts and Design, Interior Design, Mechanical Drafting)

Faculty College-wide from the Entertainment Technology Cluster will elect a representative in 1998, and in all even numbered years. Faculty College-wide from the Design Technology Cluster will elect a representative in 1999 and in all odd-numbered years. The appointed Council member will be from a campus and discipline area other than that of the elected member.

3. **Allied Health and Nursing Cluster**

Discipline Groups:    A) Allied Health  
                                  B) Nursing programs and disciplines

All Allied Health program faculty will elect a representative in 1998 and on every even-numbered year. All Nursing program faculty will elect a representative in 1999 and on every odd-numbered year. The appointed Council member will be from the area not represented by the elected member.

4. **Other Clusters and Programs**

Discipline Groups:    A) Aviation, Professional Pilot, Travel and  
                                  Tourism, Hospitality Management, Criminal  
                                  Justice, Fire Science, Funeral Science,  
                                  Environmental Science, Interpreter Training  
  
                                  B) Civil Engineering, Electrical Power,  
                                  Electronics, Industrial Management,  
                                  Manufacturing Technology, Air Conditioning,  
                                  Automotive Service, Landscape Technology

Faculty College-wide from Group A will elect a representative in 1998 and in every even-numbered year. Faculty members College-wide From Group B will elect a representative in 1999, and in every odd-numbered year. The appointed Council member will be from a campus and discipline area other than that of the elected member.

**Note:** Experience and on-going discussions with cluster areas may result in realignment of some discipline groups.

## APPENDIX “B”

The College-wide CASSC represents a departure from the manner by which discussions about academic and student support matters have been conducted at the College. To compare:

Issues	Past Academic/Student Affairs Committees	Proposed CASSC	Comments
Academic/Student Support Matters	<u>Separated.</u> Topics divided between Academic Affairs (AAC ) and Student Services (SSC) Committees.	United. One council discusses academic and student support matters; College-wide Academic and Student Support Council (CASSC).	A division between academic units and student support units is artificial; student needs “flow” across. The proposed structure assures issues are not lost between the cracks and decisions that will impact a number of areas are made with input from those areas.
Representation	Faculty and administrators; a student on the student affairs committee.	Faculty, staff, administrators and students represented on the Council.	All relevant perspectives are brought to bear. Individuals at the College who should be working together are facilitated in that process.
Faculty Representation	5 on each committee, representing their <i>campuses</i> . 10 total.	22 on the Council, representing their <i>disciplines</i> and <i>work areas</i> .	Ensure broad faculty participation. Focuses allegiance and expertise on the work to be done, not organizational unit. Fosters the “one college” concept.
Chair	A Dean.	A faculty member, elected by the Council from its membership.	Reinforces that the work of the faculty is at the heart of the College’s mission.
Voting Membership	11 voting members on the AAC, 10 on the SSC: faculty and administrators.	30 voting members: faculty, staff, students and administrators.	Expands participation, inclusiveness and fosters collegiality.
Selection	All members appointed.	Members elected and appointed.	Democratizes the selection process. Ensure wide accessibility to participation, while enabling a balance in participants to be assured.