



California  
State  
University,  
Fresno

---

## **CHAIRS' SCHOOL**

**Chair's Success is Faculty Success**  
**Faculty Success is Student Success**

**You are invited to participate in the first annual Chairs' School offered by the Office of Faculty Affairs at Fresno State.**

**Being a chair can be a challenging exercise in leadership. As a middle manager, you have the responsibility for the department but not always the authority to act, which is a sometimes thankless and sometimes awkward position. As chair, you experience the vagaries of the order of assignment, the difficulties of student complaints, the trauma of faculty conflicts, the vicissitudes of budget, and possibly a lack of training. While we can't make the vagaries, the difficulties, the trauma, and the vicissitudes disappear, we can help you to develop the skills and knowledge to handle various aspects of your role as chair more effectively.**

**The Office of Faculty Affairs is offering the opportunity for you to join with other chairs each month to explore a variety of topics designed to aid in your success as chair. On one Wednesday afternoon each month of the academic year, experts will provide you with detailed information on the topic of the month followed by your own application of the information to problems that chairs face every day. For example, we will explore the situation in which a student comes to complain to you about a faculty member in your department, maybe about a grade or a improper comment or a hostile classroom. What do you do with that information? Do you talk to the faculty member? Do you write it up for the file? Do you tell the dean? What do you tell the student? Can you just ignore it? Based upon a few selected readings or videos you are asked to enjoy in advance of the session and a presentation of information to prepare the foundation, you will analyze a problem or two and decide how you will approach it in conversation with your chair colleagues.**

**The following pages set out the schedule and the topics for each month. A sample outline of the first session is also included. If you are interested in participating, please contact Marsha Baum at [baum@csufresno.edu](mailto:baum@csufresno.edu) to apply. Ten to twelve slots will be available for this first Chairs' School.**

Office of Faculty Affairs  
Haak Administrative Center  
Henry Madden Library  
5200 North Barton Avenue, ML55  
Fresno, CA 93740-8014

Phone: 559.278.3027  
Fax: 559.278.8190

[www.fresnostate.edu/aps](http://www.fresnostate.edu/aps)

Revised 9.5.2019

## **CALENDAR**

**September 25, 2019**

**The Order of Assignment and Other Related Things (AKA Why did the lecturer file a grievance?)**

**October 30, 2019**

**Supervising Staff and Handling Faculty (or is it Herding?)**

**November 20, 2019**

**Strategic Planning: Meeting and Developing Initiatives with Data Analytics and Budgeting**

**December 11, 2019 (optional)**

**Networking and Advocating For Your Department**

**January 22, 2020**

**Managing Up and Managing You: The Chair's Workload**

**February 26, 2020**

**The Review Process and the PAF: RTP, Peer Reviews, and The Rest (the Nuts and Bolts)**

**March 25, 2020**

**Motivating and Encouraging Faculty (the Inspiration and the Glory)**

**April 22, 2020**

**Preparing for Next Year (Hiring, Onboarding, Training)**

## **Outline of a Sample Session**

**The Order of Assignment and Other Related Things (AKA Why did the lecturer file a grievance?)**

### **Objectives:**

**Be able to interpret and apply the order of assignment spreadsheet**

**Be able to assess whether a temporary instructor is qualified to teach a course**

**Be able to explain what steps to take to review temporary faculty**

**Be able to assign instructors without worrying that you did it wrong**

### **Readings:**

**CBA 12.29**

### **Presenter(s):**

**Marsha Baum and Diane Volpp**

### **Outlines of Possible Questions/Hypotheticals:**

- 1. I have a course left to assign. All of my temporary faculty have met their entitlement. I want to hire a new part-time faculty member to teach a section of a course. Can I? (What questions do you need to ask yourself?)**
- 2. One of my temporary faculty members has unexpectedly taken a leave so I need to assign three classes after the start of the semester. What do I do?**
- 3. A three year appointment just ended last semester. What happens if I reappoint for another three year contract but there are not enough courses for all the temporary faculty in year two of the contract?**

**Discussion in small group followed by full group review and analysis.**