February 23, 2009

TO: Chief Instructional Officers  
    Flexible Calendar Coordinators

FROM: Carole Bogue-Feinour, Vice Chancellor  
      Academic Affairs Division

SUBJECT: Flexible Calendar Planning and Certification for 2009-2010

The purpose of this memo is to encourage you to consider the benefits of using the Flexible Calendar Program to address your college’s faculty and staff development needs. This memo also provides instructions for how to gain the authorization to begin or modify such a program for the 2009-2010 academic year.

The Flexible Calendar Program provides in-lieu-of instruction time for faculty to participate in development activities that are related to staff, student, and instructional improvement. Acceptable activities (see list below) can be designed to achieve a wide range of staff development goals and can be delivered in many formats including in-service training, workshops, conferences, seminars, individual or small group planned projects, and institutionally planned activities. As such, it is a powerful strategy for implementing specific improvements in the development of colleges as collaborative, innovative workplaces. It is thus both a strategy for specific instructional improvement and a vehicle for basic organizational change in the way faculty and staff work and learn together. (This idea was first expressed by Michael G. Fullan, with Suzanne Stiegelbauer in The New Meaning of Educational Change. Teachers College Press, Columbia University, New York, 1991).

A fuller treatment of the value of and strategies for developing a successful Flexible Calendar Program can be found in the "Guidelines for the Implementation of the Flexible Calendar Program," 2007 (Guidelines) found on the Chancellor’s Office web page at:


We have reprinted here the Guidelines’ full list of acceptable activities to show the scope of developmental work that can be accomplished through the Flexible Calendar Program. If you already understand the full scope of possible activities, please scroll down to the “Requested Action” section to review your certification responsibility.
Acceptable Flexible Calendar Program activities include:

**STAFF IMPROVEMENT**

- Developing new programs (e.g., a workshop on designing curriculum/programs)
- Faculty and counselor meetings to address areas of concern (e.g., academic advising, prerequisites, referring students for services)
- Faculty and staff (e.g., tutors, lab assistants) meetings to improve learning resource support services to students
- Workshops on how to mentor students or how to mentor faculty
- Orientation/education (e.g., new faculty; role of the academic senates; training students, staff, and faculty to serve on committees; changing role of technology in education)
- Student, faculty, and staff diversity (e.g., sexual harassment workshops, affirmative action conferences, cultural diversity seminars, multicultural activities)
- Meetings designed to improve a cohesive working relationship among members of the group (e.g., departments, divisions, committees, mixture of college constituencies)
- Workshops on how to write grants
- Workshops or individually designed activities to improve or enhance a person's skills or knowledge in his/her own discipline
- Wellness activities that assist individuals to be physically and mentally better able to perform their jobs (e.g., humor in the workplace, stress reduction, self-defense, nutrition, exercise, weight reduction)
- Learning a second language to better communicate with the diverse student population
- Disaster preparedness (e.g., district procedures, first aid, review of facilities to determine areas of need)
- Improving or learning how to deal with computers and technology

**STUDENT IMPROVEMENT**

- Teaching a class in shortened format during a flex period
- Developing a new program to meet changing student needs
- Faculty and staff (e.g., tutors, lab assistants) meetings to improve services to students
- Review of learning resource materials to eliminate out-dated items and make recommendations for additions
- Creating self-study modules and/or computer assisted instruction
- Student advising (e.g., academic advising of students by faculty)
- Mentoring of students
- Faculty participation in student orientation programs
- Matriculation services (e.g., special orientation for ESL students, workshops in specific disciplines for students with undecided majors)
- Meetings (department/division/college-wide) specifically to discuss strategies for improving service to students
- Institutional research focused on meeting the needs of the students (e.g., job market surveys, transfer ratios, ethnicity data on students, gender equity,
campus climate)
• Writing grants aimed to improve services to students
• Articulation to improve transfer processes
• Outreach for special projects (e.g., Math, Engineering, and Science Achievement [MESA] program)
• Conducting special workshops for students (e.g., understanding the college schedule, transfer requirements, setting academic goals)

INSTRUCTIONAL IMPROVEMENT
• Attending workshops on teaching methods or techniques (e.g., classroom based research training; Instructional Skills Workshops (ISW); local, regional, national Great Teachers Seminars)
• Development or revision of programs, course curriculum, learning resources and evaluation.
• Developing a new course
• Modifying an existing course to comply with changing institutional or discipline requirements (e.g., changing theories in a discipline, articulation with transfer institutions, critical thinking, multiculturalism, writing across the curriculum)
• Significant modification of a course to address the learning needs of diverse students (e.g., creating self-paced learning modules)
• Developing student readiness programs specific to course disciplines
• Faculty and counselor meetings to address areas of curriculum
• Review of learning resource materials to eliminate outdated items and recommend additions
• Creating self-study modules and computer-assisted instruction modules
• Student, faculty, and staff diversity (e.g., sexual harassment workshops, affirmative action conferences, cultural diversity seminars, multicultural activities)
• Departmental or division meetings to discuss overall curriculum and program review
• Institutional research (e.g., job skill requirements, research on transfer ratios, ethnicity data on students and staff, gender equity, campus climate)
• Grant writing to secure funds for improvement of instruction

As noted in the Guidelines, all activities selected should be linked to the college’s comprehensive plan for staff development and to the goals and objectives of the Flexible Calendar Program.

Requested Action: Once you have decided whether your college will participate in the Flexible Calendar Program for 2009-2010, you will need to report your conclusion to the Chancellor’s Office. Even if your college does not intend to participate in the Flex Calendar program, an annual certification is required to be on file with the Chancellor’s Office. The due date for submission of this year’s completed certification package is July 1, 2009. You are being sent this announcement well in advance of the due date to give you extra time to consider how during the planning process you might enrich your staff development offerings for the coming year.
Submission includes completing the attached forms and mailing to the Chancellor’s Office one signed certification, as well as the list of proposed activities and planning committee members for each college in your district. Completed certification packets should be sent to:

Chancellor’s Office  
California Community Colleges  
ATTN: Lynn Miller, Academic Affairs Division  
1102 Q Street  
Sacramento, CA 95811-6549

Questions regarding how to create or expand an effective Flexible Calendar Program should be directed to Dean LeBaron Woodyard (email: lwoodyar@cccco.edu; phone 916-323-4277). Questions regarding certification requirements should be directed to Lynn Miller (email: lmiller@cccco.edu; phone: 916- 323-2759).

Best wishes for a successful program.

cc: LeBaron Woodyard, Dean, Instructional Programs and Services  
Elias Regalado, Specialist, Fiscal Services  
Stephanie Low, Specialist, Credit Program and Course Approvals  
Vickie Warner, Specialist, Noncredit Program and Course Approvals  
Juan Cruz, Specialist, Credit and Noncredit Basic Skills and ESL  
Joanne Vorhies, Specialist, Distance Education  
Lynn Miller, Retired Annuitant, Flexible Calendar Coordination
College: _____________________________________________
District: _____________________________________________
Date: ________________________________________________

☐ Check this box if the college will not participate in the Flexible Calendar Program for 2009-2010 and then have the Chief Business Officer and Chief Instructional Officer sign the certificate. Otherwise provide all requested information. All signed certificates should be mailed to the Chancellor’s Office, attention Lynn Miller, 1102 Q Street, Sacramento, CA 95811-6549.

Flex Calendar Coordinator (please TYPE or PRINT):

Name: ________________________________________________________________________________________
Job Title: ______________________________________________________________________________________
E-Mail: ___________________________________________ Phone: ______________________________________

Total Number of Flex Calendar Days Proposed for FY 2009/2010: ____

Required Certification:

Signatures indicate this college is in compliance with the following requirements of Title 5, Sections 55726, 55728, and 55730:

- Agreements and records are maintained for each employee who performs flex activities in lieu of classroom instruction. The number of hours of flex activities is at least equal to the classroom hours from which the employee is released, plus associated hours of out-of-classroom responsibilities (55726).
- Attendance accounting data as requested, for purposes of calculating the flex adjustment, are reported to the Chancellor's Office Fiscal Services Unit (55728).
- An assessment of needs and a plan of activities are developed annually (55730).
- Records of participation are maintained and evaluation is conducted annually (55730).
- A flex advisory committee including faculty, students, administrators, and other interested persons meets regularly to make recommendations (55730).

__________________________________________________________________     ______________
Flex Calendar Coordinator (only applicable if college intends to go Flex)                       Date

__________________________________________________________________     ______________
Chief Business Officer (or designee)                                                                                   Date

__________________________________________________________________      ______________
Chief Instructional Officer (or designee)                                                                              Date
Title 5, Article 2, Section 55724 details the activities in which college personnel may be engaged during designated staff, student and instructional improvement days (Flexible Calendar Program). The program must include activities for all college personnel in one of the nine categories listed below, but may include other activities as well.

Under each category, please identify the college’s proposed Flexible Calendar Program activities for 2009-2010. Supporting documentation should be retained at the local level.

- Course instruction and evaluation
- Staff development, in-service training and instructional improvement
- Program and course curriculum or learning resource development and evaluation
- Student personnel services
- Learning resource services
- Related activities, such as student advising, guidance, orientation, matriculation services, and student, faculty and staff diversity
- Departmental or division meetings, conferences and workshops, and institutional research
- Other duties as assigned by the district
- The necessary supporting activities for the above
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