OXY
Occidental College

Department & Program Chair Guide 2020-21

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Introduction: Challenges and Opportunities

Serving as Department Chair is unlike other faculty service responsibilities, and it can represent a shift in how you spend your time and how you interact with others in your Department and the administration. This document is intended to help guide you through unfamiliar situations and help you think about managing your new set of responsibilities.

Faculty members are accustomed to a fairly autonomous work environment. With the freedom and flexibility associated with teaching and research activities, faculty members learn to juggle their various responsibilities—teaching, research, service, and of course, maintaining a healthy work-life balance—as suits each individual. The role of Department Chair increases the level of service during the duration of the appointment, although many department chairs continue to maintain high levels of performance in their teaching and scholarly activities while serving as chair. Not surprisingly, chairs of collegial and cooperative departments find chairing to be easier than in departments beset by conflict. To the extent that the chair can create a collegial and cooperative atmosphere, they can position themselves to have a positive experience as department chair (for themselves and their successors). And since your Department is your "home" at the College, you should find this particular form of service to be personally meaningful and impactful.

Among the challenges that Department Chairs at liberal arts colleges face are: being in an evaluative role over their colleagues and administrative staff, the frequency of minor routine tasks, being the public face of the department, managing interpersonal conflicts (see above on collegiality and cooperation!), dealing with student requests and complaints, and the increased importance assigned to everyday work responsibilities—decisions made by the chair may affect others in the Department. You will also find it virtually impossible to please everyone, all the time.

Being a department chair also represents an opportunity—an opportunity for professional development should you be interested in administrative work in the future, an opportunity to develop effective leadership and communication skills, an opportunity to set an agenda in your Department and shape departmental conversations, and an opportunity to have a meaningful and positive impact on the development of your department's faculty and students.

There are different approaches to managing the work of a chair—you will need to find the approach that works best for you and your work habits, and your strategy may evolve over time. Some chairs set aside a fixed time each day to work on Chair duties, others manage these activities as they arise. Since there are many small tasks that can easily eat up a great deal of time, it is helpful at the outset of your chair term (or each academic year, or at the start of each term) to identify large projects that you may wish to tackle. College-wide planning activities or program review schedules may determine which large project takes priority, but in the absence of any external pressure, you may identify an issue that the Department should grapple with.

Finally, it is helpful to consider at the outset of your term as chair what your approach will be with respect to leadership. One often hears the term "leadership" discussed in the context of academic administration. Department chairs are "leaders among equals" in that they are expected to consult with

department colleagues about decisions affecting the department and not to act unilaterally. Yet chairs can still act as leaders in multiple ways. For some, being an effective leader can mean setting an example for departmental colleagues by performing exceptional work and by embodying the qualities that the chair wishes to see everyone achieve in teaching, research, and service. A department chair may demonstrate leadership by performing well at tasks that all faculty members are expected to perform.

Others take the concept of leadership further, and believe that to be an effective leader means providing others with the tools to reach their fullest potential. This is a more challenging way to express leadership, especially when serving as chair for the first time in a department with experienced faculty. Still others view leadership as the ability to help the department come to a unified vision and generate ideas about how to accomplish that vision. No doubt there are multiple routes to success as chair but bringing certain personal and interpersonal qualities over time can manifest as strong leadership skills, such as conscientiousness, responsiveness, diplomacy, good judgment, and fairness.

General Job Description for Department Chair

For many departmental matters, Department Chairs work directly with the Associate Deans and the Dean of the College. The Faculty Handbook has a thorough outline of responsibilities for Department Chairs. The curriculum, faculty course assignments, budget management and oversight, faculty evaluation and review, search requests, student and staff supervision, and preparation of a departmental annual assessment report based on an assessment plan are all listed as chairs' responsibilities. In order to advance the goals of the Department, Chairs should work as collaboratively as possible with colleagues on matters of curriculum, departmental and faculty assessment, search procedures and staff supervision. **Department Chair terms are typically three years in length, and begin on July 1.**

All chair appointments are compensated in the form of one course release or a $6000 stipend. Chairs are also entitled to an additional $1200 in travel funds per year (on top of their normal annual allocation) to facilitate participation in professional development activities related to department chair activities. Chairs that participate in such professional development activities are expected to prepare a summary report of the important take-away messages from the conference/workshop, to be disseminated to other department chairs through the Department Chair Resource website.

In addition, the following comments may be used as guidelines for your term as chair:

Accessibility: The Department Chair presents the views and requests of the department to the administration. In doing so, it is essential that the Department Chair be available in the department, and the Chair should hold regular, announced office hours if scheduling makes him or her often hard to find, in order to be accessible to their colleagues and students; it is also essential that department meetings be held to discuss important decisions that the department makes. Minutes should be taken and preserved. It may be helpful to create a Moodle site or a Google Drive folder that allows everyone to have easy access to such materials.

Curriculum Integrity: The curriculum of the department must be kept up to date and must fit the concepts and suit the needs of both students and faculty. It is the responsibility of the Chair to see that required courses are staffed for each academic year, and that a sufficient supply of attractive electives is available. The Dean of the College expects all department members taking on a fair share of the responsibility for Cultural Studies Program courses, introductory courses, and a fair share of the enrollments in the department. It is expected that every department will contribute to the Cultural Studies Program, and that the departmental offerings each semester include a sufficient number of classes open to non-majors that meet the core requirements. The Chair needs to work with his or her colleagues to insure that the curriculum's needs are met via regular faculty members wherever possible. At the same time, a balance must be struck between the needs of the major, the core program and other programs in which the departmental faculty participate.

Occasionally it is necessary to cancel a course, usually because of low enrollment. Faculty members, department chairs, and program coordinators must obtain the approval of the Dean's office before cancelling or adding a class.

Personnel Decisions: The personnel decisions of the department, both with regard to faculty and to staff, are initiated and guided by the Department Chair, in collaboration with faculty colleagues. In hiring, evaluation, contract renewal, tenure, and promotion, the Department Chair ensures that the processes adhere to published guidelines in a fair and equitable manner. Faculty reviews are conducted as described in the Faculty Handbook and the NTT [Union contract](), with particular attention to the development of skills by new faculty members.

Planning Sabbatical and Other Leaves: Long-term sabbatical planning should be included as part of the department's course grid planning process. In addition, the impact of leaves on other programs in which the faculty member is teaching needs to be considered in vetting and hiring any replacements. The sabbatical leave schedule is planned by the Chair in consultation with the Dean's office in such a way that the department can continue to conduct its curriculum. Other faculty personnel issues should be brought to the attention of the Dean of the College. Chairs are expected to write a letter of support for any faculty member in their department applying for a sabbatical, which must outline how the course release due to the sabbatical will be covered.

Budget Oversight: The Chair oversees budget decisions and allocations of the department. The management of the current budget is part of the Chair's responsibility, as well as the preparation of the proposed budgets for the following year. The budgets for ongoing departmental expenses, for student wages, for equipment and alterations, and for departmental computing needs are all proposed to the Dean's office by the Chair. In addition, the Chair prepares requests each year for Capital Project Requests and for Department Equipment and Technology Requests

New Faculty Orientation and Support: New tenure-track and non-tenure-track faculty will need help navigating Oxy. Chairs and their department coordinators will be instrumental in ensuring a smooth adjustment to the College. New faculty colleagues will need training on the use of [myOxy,]() OxyConnect (Oxy Gmail), online grading and course evaluation assessment, the SEAN system, preparation of a syllabus within the context of the Departmental curriculum, and a guide to important offices (HR, CTE,

ITS, the Registrar, Campus Safety, the Dean of the College). Chairs should also be familiar with the Union contract, and those items that pertain to the NTT Faculty Performance Evaluations (Article 13). Chairs should also work in consultation with the Deans' Office to secure NTT faculty a campus office (private or shared) so that all NTT faculty have a space in which to meet and work with students during office hours. It is expected that all T3 and FTNTT hold at least 3 hours of office hours each week. PTNTT are expected to hold at least one hour of office hours per course taught in any given semester, and are expected to offer time to students by appointment.

Support for Course Improvements: Individual faculty members may apply for funds for pedagogical innovation or attendance at meetings on teaching through the Dean of the College and the Director of the Center for Teaching Excellence.

Advising: The Chair has general oversight of the advising of majors and should be familiar with the general academic policies of the College as laid out in the College Catalog. In some departments, the Chair serves as the authority on course placements, advising students as to the appropriate course(s) to take based on standardized exam scores, placement exams, and/or transfer courses. In departments with high advising loads, the chair may be involved in the advisor assignments for newly declared majors in order to ensure an even distribution between faculty advisors.

When a department faculty advisor is on leave or sabbatical, the chair works with that faculty member to temporarily reassign advisees to other colleagues. The chair should also alert students to any advisor changes and ensure that they know how to contact their temporary faculty advisor. All temporary advisor reassignments should be reported via email to the Director of Advising.

Chairs should also be cognizant of academic progress for department majors and provide advising support to ensure success and graduation. Every year Academic Affairs deals with many students who face difficulties meeting all graduation requirements by the end of their senior year. We encourage Chairs to allocate time at a department or program meeting to discuss the progress of their majors and identify those students who may not be making good progress toward their major. If a student is at risk of not graduating on time, or is at risk of not achieving the required 2.0 GPA in major, the Chair should confer with the Associate Dean for Student Academic Affairs about a plan for remedying the situation.

Evaluation: Staff reviews are conducted annually in a process described in an annual communication from the Director of Human Resources. The Human Resources Department will provide training to all Faculty involved in conducting performance reviews for the staff in their department.

Assessment: Annually, the Chair prepares for the Dean's office and the Department of Assessment and Accreditation an annual Departmental Assessment report based on an assessment plan. These annual assessment reports inform and are included in Programeview, to be coordinated with the Dean's Office.. Information on the cycle of program reviews can be found on the Dept Chairs "Resources" page.

Course Evaluations:
Chairs responsibility to make sure courses are evaluated, read, problems caught, mentoring, consult with Associate Deans as appropriate when issues arise.

Other Issues: In some departments, other important issues arise. For example, there may be facilities oversight, student labor, and program specific safety issues that must be organized in the operation of departments. The Chair must allot time to carry-out these duties. The Chair needs to know where to refer faculty who are seeking support resources or looking for outside funding. The Chair is also the person to whom all student questions concerning the department, its policies, its courses, and its faculty should be directed. In addition, the Chair is the first person who is usually approached when someone in the department is having difficulty, or when someone in the department is causing difficulty for students, faculty, or staff members. Chairs will also find it helpful to be able to quickly reference the [academic policies](#) in the College Catalog, the [general college policies](#) outlined in the Student Handbook, the policies outlined under "Forms and Policies for Faculty" in the faculty tab of MyOxy, and the policies on the [college policy website](#) to ensure that those policies are followed in the day to day operations of the department, and when solving problems that arise.

Transfer Credit

Overview

Students often seek out the Chair's approval for course credit in a variety of different circumstances:

1. Summer courses: A student may wish to complete a requirement or prerequisite over the summer at a college close to home and/or make up for a credit deficit due to withdrawal or failure.

[Note: Currently enrolled students are not able to take courses at another institution during the fall or spring semester without receiving prior approval of the Student Progress Committee (SPC). Students will not be approved to take Oxy equivalent courses at another institution during the fall or spring semester.]

2. Participants in an Oxy-approved off-campus program: Students going abroad or participating in an off-campus program will ask to have their proposed coursework reviewed for possible credit toward the major (or minor).

[Note: No transfer credit will be awarded for courses taken abroad during the fall or spring semesters without approval from the International Programs Office (IPO). Students may not take a leave of absence and transfer work completed abroad upon their return to Oxy (with the exception of students returning to their home countries).]

3. Transfer students: A transfer student may wish for you to review her progress in the major (or minor) given their coursework at another institution.

[Note: Incoming transfer students' transcripts receive a preliminary review from the Registrar's Office. Department Chairs will still need to review how the transferable courses apply to the major.]

In many cases, the transfer credits are straightforward, in that the student has one or two introductory courses in the major, it is clear that these can count toward the total number of courses in the major, and there are no more specific major requirements at issue. In other cases, you may need to check on whether a course in the major can count toward a specific major requirement. You may also need to refer the student for input from another Chair -- e.g., if the student has math courses that may count as prerequisites for courses in a physics major.

Reviewing Courses

When a student approaches you for approval for transfer credit, your approval depends on how you classify the course(s) within your department. You can request that the student provide information including, as necessary,

> (i) the catalog entry, including the course description;
> (ii) information about the instructor's credentials;
> (iii) information about the role of the course at the host institution (e.g., prerequisites required and major and/or Gen. Ed. requirements satisfied);
> (iv) a representative syllabus, including a reading list;
> (v) sample assignments, including the prompt, instructions, and review materials;
> (vi) the method of course instruction (e.g., classroom attendance or online);
> (vii) if the student has completed the course (for transfer students), the student's work for the course (papers, exams, etc.).

You may use your discretion to classify a course in any of the following categories:

·   Unacceptable for credit in the department: The course is not in the right ballpark with respect to the subject matter, department offering the course, inappropriate teaching method, and/or credentials of the instructor.

·   Acceptable for non-major credit within the department. This designation would be appropriate if the course is a standard course offered by many colleges, similar to courses that we teach, though we do not currently offer it, and this is a course that would not count toward progress in our major.

·   Acceptable for major credit, at a particular level and/or satisfying a particular requirement: This designation may be used if a course meets the department's expectations for one of its major requirements (e.g., it covers the history of literature before Shakespeare), even if it is not currently offered at Oxy. In this case, you would approve as satisfying the major requirement, at the appropriate course level given the sophistication and prerequisites for the course; e.g., approve as '300-level English course satisfying the Group IV major requirement'; or, e.g., approve as '200-level English course counting as an elective within the major'. Note that the Registrar will need a clear indication of the course level (e.g., 200-level) and the major requirement the course satisfies (perhaps simply that it counts as one of a student's 300-level classes).

·   Acceptable and equivalent to a particular course number: The course is very close to a specific course in your department in the Oxy College Catalog; you may approve the transfer course as equivalent to that course number at Oxy.

Workflow and Timeline

Summer courses: Many students make requests for summer transfer credits in April, May, and June; sometimes students request "second session" summer courses later in the summer (e.g., July). These students use the Transfer Credit & Course Substitution Form, with space for your approval and the approval of the academic adviser. Please either sign the form or email your approval to the student who may print the message and attach it to the form.

Students who wish to take summer courses are expected to secure all approvals (from the department Chair, academic adviser, and Core Office, if appropriate) before registering for the course.

Oxy abroad: For terms abroad, including domestic programs overseen by the International Programs Office (IPO), students use an IPO form with spaces for multiple course approvals by multiple Chairs. In many cases, not enough information is available about these courses prior to the student's departure on the program. In these cases, a student may need to also complete the Transfer Credit & Course Substitution Form after completing the program so the coursework can be evaluated for credit toward the major.

Transfer students: For transfer students, Chairs may review the courses that have been taken and their Oxy equivalents, if any, if the student has an academic adviser within the department by accessing the student's advising transcript. Chairs are welcome to ask the student to provide this information when asked to review transfer work. Transfer students generally need to know how their coursework applies to their planned major before they register for classes for their first term at Oxy. In some cases, the timeline is not so pressing: you will know that no matter how their courses apply to the major, their first term schedule will not be affected.

The Core Office reviews coursework for possible Core credit. No online course may satisfy a Core requirement. The Registrar's Office verifies the transfer institution is accredited and that the coursework will not result in repeated course credit. Students will be granted transfer credit in the unit amount as indicated on the official transcript so long as the grade earned is at least a 'C-'. Quarter units are multiplied by .66 in order to determine the semester equivalent.

Curriculum of the Department

The College Catalog contains a description of the requirements for students to graduate under various options in each department or program. The first responsibility that the Chair exercises in connection with the curriculum is to ensure that required courses such as introductory courses and courses that are taught

annually to keep up with demand are scheduled and staffed. In general, tenure-track faculty should be teaching the required courses.

Substantive changes to majors or minors must be vetted through APC. Guidelines for revising a major or minor, or for proposing a new major, minor, program, or department, can be downloaded from the [Faculty Meeting and APC Materials Moodle site](#) to which all Oxy faculty are subscribed. New or revised courses must also be vetted by APC, and Chairs must act to approve (via the Catalog & Course Forms found in myOxy) all such new or revised courses, in consultation with Department colleagues, prior to those course proposals being submitted to APC. Deadlines for new majors, minors, programs, and new or revised courses are listed on the Department Chairs' "Resources" page on the College website, and appended at the end of this document. Upon approval, new and revised courses are added to the College Catalog and become available to select in the drop down list within the Course Grid Planner (CGP).

Course Scheduling

Departments should engage in long-range (at least one-year in advance) planning of course offerings. A proposed course schedule for the department must be entered by the chair into the CGP by the deadline. One purpose of the preliminary course plan is to provide information across departments and interdisciplinary programs about what is expected to be offered in the coming year. It is understood that course plans submitted are tentative until marked as approved, and that contingent hiring may not yet be complete. But to the extent that you are able to predict your offerings in the coming year, the better for planning both in terms of budget and course offerings.

In order to allow students the greatest number of course options as well as the greatest flexibility with classroom scheduling you should keep the following in mind while submitting the schedule.

Course Scheduling

Departments should engage in long-range (at least one-year in advance) planning of course offerings. A proposed course schedule for the department must be entered by the chair into the CGP by the deadline.

·   Spreading out course offerings by requirements is also important (e.g., if three 300-level courses are required for the major those 300-level courses should be offered in different time slots).

·   If you must schedule a course in an irregular (non approved) time slot you must receive permission from your Associate Dean. Scheduling a course that meets across two peak time slots is particularly troublesome.

·   The 11:45 MWF time slot is the main time period for CSP seminars. Non-CSP courses should only be offered in this slot with approval of your Associate Dean.

·   Seats should be reserved for frosh in 100 and 200-level courses with no prerequisites unless the course is not expected to fill.

·   Reserving just a few seats for transfers is a good idea knowing that typically we welcome 40-60 new transfers in the fall and 10-20 transfers in the spring.

·   Do not reserve seats for frosh in 300 and 400-level courses. These upper division courses are not expected to be open to frosh (with the possible exception of some language courses).

·   Most students do not declare a major until the second semester of their sophomore year so reserving seats for majors in 100-level courses is typically not appropriate.

·   CSP courses in the 11:45 MWF time slot are given preference when assigning classrooms.

Standard Class Times: Unless otherwise indicated, classes meet at the times listed below. These times are also listed in the College Catalog at http://www.oxy.edu/academics/course-catalog - class-periods. *Any deviations will require the approval of the Dean.*

Departmental self-study and outside review team visits (Program Review)

Approximately every 7-8 years, departments and programs undergo Program Review. The process consists of a self-study followed by an external review team visit. Self-study will begin an analysis of the current curriculum, the student experience, as well as other components including pressing issues identified by the faculty of the department. The self-study results in a report that is forward-looking and which will serve as the basis for a visit from a team of outside reviewers selected by the Dean's office in consultation with the department. The report of the outside reviewers will be the lead to among the Dean of the College, the department, and the Academic Planning Committee. An action plan will be the end product of the departmental Program Review. Program Review self-study, external report, action plan, and timelines are all available in the Assessment Handbook: http://www.oxy.edu/department-institutional-assessment-accreditation/academic-departments

Informal Departmental Reviews: Between these program reviews, the department may study its curriculum and make such revisions as it deems appropriate, after dialogue with the APC that approves major requirements for all departments. In addition, the APC may request that the department revise its contributions to the Core Program. In making any decision that might cause the department to need more funds, it is essential to keep the Dean's office apprised of the Department's plans so that it can let the Department know the extent to which increased funding expectations are realistic.

Recruiting Faculty Members:

Recruiting Tenure-Track Faculty Members

Planning: If a department finds that it has a vacant position due to resignation or retirement, or wishes to add a new tenure-track position, the department must submit a proposal to the Academic Planning Committee (guidelines and deadlines for proposals[1] to the APC are announced early in the Fall semester). The APC advises the Dean of the College on tenure-track faculty position planning, and advises the Dean, who in turn, works with the President, on how to fill vacant faculty positions on a case-by-case basis. Vacant or new faculty positions are filled only after a notification of approval from the Dean of the College. When a department has been notified that a vacant or new position has been funded, a formal search process can begin.

One of the most important tasks of faculty members at Occidental College is the selection of new faculty members. The Department Chair will either chair the search or will appoint the chair of the search, and will appoint the members of the Search Committee in consultation with the Dean's office. Chairs and their administrative assistants will meet with the chair of the Affirmative Action Committee and the Dean to review the methods used in searches. In general, the responsibilities of the search are shared between the department and the Dean's office in well-defined ways that are described in guidelines provided by the Dean's office.

Please consult the AAC Search and Hiring Guidebook and the Chair of the AAC for additional information regarding inclusive hiring search processes. The AAC Search and Hiring Guidebook may be found on the AAC Moodle page.

Role of Search Committee: It is important for the Department Chair to discuss with the Search Committee at an early date the role it will take in the process. The Dean, the President, and the Affirmative Action Committee will expect all tenured and tenure-track members of the department, as well as majors and minors, to have a role in making the final recommendations. If anyone has a relative or a domestic partner who is in the pool, however, he or she may not contribute to the discussion of that candidate. Search committees will make a formal recommendation to the Dean of the College, providing an annotated preferential list of the candidates who visited the campus as part of the finalist pool.

Choosing the Candidates: In general, the applicants will be screened by the Search Committee and a smaller "long list" pool obtained. According to law, it is necessary that quality alone be used to make this cut. It is essential in all fields that references be obtained before continuing to define a short list. It is often very important to have telephone interviews to clarify issues that remain, including, if possible, a speaker-phone group interview, and to take other approaches that would ensure that the final "short list" include the very best and most suitable candidates to be brought to campus for interviews.

The chair of the Search Committee should send letters of rejection to those candidates no longer under serious consideration.

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[1] Expectations for professional accomplishment should be included in Faculty search proposals.

Interviewing: In planning campus visits for tenure-track appointments, it is essential to make sure that the candidate is scheduled on the Dean's and President's calendars. When the candidate is on campus, it is important that they are scheduled to meet key faculty members of the department or program, the Associate Dean for Faculty, and the Associate Dean for Curriculum. It is especially important that candidates meet with students, in addition to any formal presentation to students the candidate will make. Department Chairs should consult the AAC Search and Hiring Guidebook to make sure that their interviewing protocols treat all candidates equitably.

Recommendation and Offer: Once the candidates have been interviewed, the committee's recommendation for hiring should be made to the Dean. If the Dean and the President are in accord, then the Dean will discuss the terms of the offer with the Chair and make an offer. It is important that when an offer is being made, candidates be told that they must satisfy the legal requirements (including immigration requirements, if any) to be hired at Occidental College or the offer will not stand. It is the responsibility of the hired person to obtain proper visas, if necessary; the College, as the employer, will assist with the payment of filing fees and the anti-fraud police fee. Spouses' or partners' and children's visas will not be supported financially by the College. Note that if the person selected and hired is not able to complete immigration formalities before classes start, he/she may not be placed on payroll. Please be aware that we have experienced delays that have taken up to an entire semester longer than expected. It is helpful to assess the immigration status of the selected candidate in order to determine whether he or she can be on payroll when classes begin. However, if a candidate has a "J" visa, our immigration counsel must first confirm whether or not they are eligible for the appropriate work visa or permanent resident status. When the candidate has orally accepted the terms of a position, the College will send out a contract. The search is closed when the Dean's office receives the signed contract.

Please note that the signed contract must be returned and all hiring procedures must be completed <u>before</u> the new faculty member begins teaching.

Arrangements for Arrival: When a new faculty member has been hired, the Chair should obtain summer addresses, find out when the new faculty member will arrive and ensure that the new faculty member's needs are being met by the College. This need will usually occur during the summer so it may require some ingenuity and effort, but it is well worth it to facilitate the adaptation and comfort of your new colleague. The search plan will have included plans for office and lab space, and startup funds. The Chair should collaborate with the new faculty member and appropriate college offices to ensure that the course schedule and descriptions are included in the coming year's offerings. Human Resources and the Dean's Office can be important resources for helping you to welcome your new faculty member.

Recruiting Full-Time NTT Faculty Members

If the courses that must be taught cannot be taught with the faculty members who will be present, then the Chair should ask the Dean's office to provide the additional staff needed to replace some or all of the courses from persons on leave. Requests for FT NTT staffing should be for unusual circumstances such as unexpected leaves of absence or multiple Sabbaticals. Such requests must be made before all the funds for such courses are allocated, so please observe the deadlines on the calendar posted on the Department Chair Resources page of the Dean's Office website. The Dean's office is always available to consult with Chairs in planning for future temporary or permanent staffing needs.

Overview: As of the 2015-16 Academic Year, the Dean's Office requests that any recruitment and hiring of a Full-Time NTT Faculty member be conducted as a national search, following the guidelines listed above for Tenure-Track searches (excluding the requirement of submitting a position proposal to the APC, and the requirement of Presidential approval for the hiring of the FT NTT faculty member).

The amount of funding available for FT NTT appointment searches will not be equivalent to that for permanent tenure-track appointments, but the exact limitations for the year will be indicated in the recruiting guidelines. In all cases, the Dean must agree to the appointment, and a job description must be approved by the Dean before the search begins. It is understood that the teaching load for all FT NTT appointments is six courses.

Interviews Required: For persons to be appointed full-time for one or two years, the Department Chair will interview the candidate, but the Dean and President need not. Ordinarily the Chair may recommend a selection to the Dean. However, it is important that the candidate him/herself be interviewed by at least one department member, who should delve into questions of teaching in some detail. Chairs are encouraged to organise the candidate to participate in teaching demonstration to other faculty and students if available. If the candidate is a person who is a relative or domestic partner of the immediate supervisor (Department Chair), another person or group of people should evaluate and recommend the hiring in order to abide by the College's policy on the employment of relatives.

Hiring Process: For one-year or two-year full-time NTT appointments, the Department Chair recommends the appointment to the Dean and submits a NTT Contract Form and a CV of the candidate, if one has already been identified. If the appointment is approved, a salary is decided upon and the Dean of the College makes the offer to the candidate. It is important that when an offer is made, candidates must be told that they must satisfy the legal requirements to be hired at Occidental College or the offer will not stand.

Recruiting Part-Time NTT Faculty Members

Depending upon the number of tenure-track and FT NTT candidates being recruited, the process for PT NTT faculty recruiting may be changed from year to year. In general, such appointments are recruited over a smaller area (not a national search).

Overview:

For NTT appointments to teach less than full time (i.e., fewer than 6 courses), the Department Chair recommends the appointment to the Dean by submitting a NTT Contract Form and a CV of the candidate, if one has already been identified. If the appointment is approved, a salary is decided upon and the Dean of the College makes the offer to the candidate. It is important that when an offer is made, candidates must be told that they must satisfy the legal requirements to be hired at Occidental College or the offer will not stand. Contracts for all non-tenure track faculty are prepared by the Dean's office.

Interviews Required: For persons to be appointed for less than a year, or for fewer than six courses, ordinarily the Chair may recommend a selection to the Dean (but that selection should be vetted by the Department as a whole). Additionally, it is important that the candidate him/herself be interviewed by at least one department member, who should delve into questions of teaching in some detail. If the candidate is a person who is a relative or domestic partner of the immediate supervisor (Department Chair), another person or group of people should evaluate and recommend the hiring in order to abide by the College's policy on the employment of relatives. The Dean's Office will assist the Department Chair in selecting an alternate interviewer if requested. (See Appendices for Chart for the steps to hire PT or FT NTT faculty members.)

VISA information for FT Faculty positions

Important H1b VISA information for ALL Faculty Hiring: For FT Faculty positions described in this section, it is the responsibility of the hired person to obtain proper visas, if necessary. The College, as the employer, will assist with the payment of filing fees and the anti-fraud police fee, subject to prior review and approval by the Dean's Office and the Human Resources Department. Note that if the person selected and hired is not able to complete immigration formalities before classes start, he/she may not be placed on payroll. Please be aware that we have experienced delays that have taken up to an entire semester longer than expected. It is helpful to assess the immigration status of the selected candidate in order to determine if he or she can be on payroll when classes begin. It is the responsibility of the Department Chair to arrange for coverage of any course that is required.

Please note that the signed contract must be returned and all hiring procedures must be completed before the new faculty member begins teaching.

Mentoring Junior Faculty Members

Junior faculty members, whether Tenure-track, FT NTT or PT NTT, look to the Chair for advice about time allocation, office hours and accessibility, teaching strategies, and to varying degrees, how to make time for research, how to fund research, etc. This mentoring is very important for the new faculty member's development, and is one of the Chair's most important responsibilities. One way to approach this mentoring is to have regular meetings between the Chair and the new faculty member. The Dean's Office encourages all Department Chairs to work closely with the Junior Faculty members in their departments on the process of writing their annual reports, and reviewing and assessing the meaning of their teaching evaluations within the culture of the Department and in the broader context of the College.

The Faculty Council has also instituted a mentoring program for new Tenure-track faculty members, matching them with tenured faculty members outside their departments who can acquaint them with the culture of the College, act as a resource for any questions and queries they might have during their first year, and help make the transition to life at Occidental as smooth as possible.

Reviews of Department Faculty Members

Please refer to the Faculty Handbook for all guidelines relating to reviews of tenured and tenure-track faculty members. All PT NTT faculty must be reviewed after the first year and every three years thereafter. FT NTT faculty must be reviewed before the Dean issues a new contract. Please refer to the Union contract for all guidelines relating to reviews of NTT faculty members (PT and FT). It is also a responsibility of the Chair to inform all NTT faculty members (PT and FT) of their responsibilities as outlined in the Union contract.

Staff Relationships and Evaluations

The Assistant to the Dean for Faculty and Curricular Support conducts annual reviews of Administrative Assistants and Department Service Coordinators. Chairs will be asked by the Assistant to consult with departmental colleagues regarding their experience with staff members over the course of the year. The Assistant also approves timesheets for the Administrative Assistants and Department Services Coordinators.

It is the responsibility of the Human Resources department to orient Department Chairs to their supervisory responsibilities. These may include oversight and signing of time sheets, approving vacation days, serving as a liaison between Department staff members and HR, and the like. For the purpose of overseeing time sheets, it is important for Department Chairs to know the College's rules about overtime for hourly workers: anything over 8 hours of work a day, 40 hours of work a week, or 7 days in a row of consecutive work, constitutes overtime, which is compensated at 1.5 times the employee's hourly rate of pay. Please keep in mind that your hourly staff members need to take a 10 minute break when working over 4 hours. If they work 8 hours in a workday, they are required to take a minimum of 30 minutes to an hour uninterrupted meal break. If there are any questions regarding the 10 minute break or their meal break, please contact the Human Resources department as they are willing to assist you.

Budgetary Matters
The Chair oversees the planning, management, and assessment of the department's annual budget(s). This work is done collaboratively, with the Departmental Services Coordinator, the Dean's Office, and the Assistant Dean for Academic Affairs. While collaborative in nature, the primary responsibility of departmental budget management remains with the Chair.

Budget Planning

The Chair will participate in the annual budget planning and development cycle of the College, representing the resource needs of their department. It is incumbent upon the Chair to identify and communicate the needs of the department as they relate to: labor (faculty, staff, students) and expenses (services, supplies, equipment). As part of the annual budget cycle, the Chair will also prepare requests for Departmental Capital Projects, Facilities Work, Equipment and Technology Requests, and the College-Wide Budget Development process.

The academic budget planning process is coordinated through the Dean's Office, with the Dean making the final prioritized academic requests to the President. The College budget planning and development cycle typically runs October through May, with resources becoming available that July 1st.

The procedure formerly known as "Budget Requests" has been split into separate processes that go directly to either the Facilities Office or the Dean's Office.

1) **Capital Project Requests:** For remodels of classrooms, offices, meeting rooms, or labs. Also to request new furniture for classrooms. These projects were previously referred to as "MRR" – major renovation and remodeling.

There is ONE deadline: Fall 2020, TBD. The request is made via an online form. All larger scale classroom remodels, including furniture should be submitted through the same form.

2) **Facilities Work Requests**: Smaller classroom or office maintenance jobs (e.g., hanging of frames or bulletin boards; repair of sliding whiteboards; minor furniture repair replacement) should be submitted ANYTIME through the online Facilities work request form (http://www.oxy.edu/facilities-management/work-request-forms).

3) **Departmental Equipment and Technology Request**: Includes requests for classroom or teaching-related lab equipment and for computers and related technology items not covered in the regular faculty desktop computer replacement cycle. All requests will be due in Spring 2020, date TBD (for purchases to be made in the next fiscal year.)

4). **College-Wide Budget Development Process:**
The requests encompassed in this process include the following:
- Requests for both one-time and on-going funding
- Requests for additional Services & Supplies
- Requests for NEW positions or complete staffing restructures
- Requests for technology

Requests in this process assume that the department has already fully evaluated and reallocated funding within and require additional funds above their base.

Budget Management

The Chair is responsible for the monitoring of actual expenses against budget, ensuring that expenditures do not exceed the total budgeted allocation for the department. Through this process, the Chair will review that resources are being spent appropriately and in accordance with the policies and guidelines of the College. There are reports, Banner tools, and training to help you and your staff with budget management.

- **Reports:** There is a portfolio of Argos budget reports located at: https://reports.oxy.edu (select the Finance folder in Oxy Reports); all reports are able to export to Excel.

- **Banner Finance Self Service:** This is a web-based financial information tool allowing users to view and query real-time financial data; download queried data into Excel, drill down to transaction detail, and facilitate budget transfers. Only non-labor accounts are available in this tool. The tool is located at: MyOxy – Finance Tab
    o **A User's Guide and Authorization Forms for new users are located at:** http://www.oxy.edu/business-office/budgets

- **Oxy's** Assistant Dean for Academic Affairs: Liz Boyd, email: boyde@oxy.edu, (323) 259-1326

Non-Operating Funds: (restricted funds, designated funds, reserve accounts)
Many departments also have responsibility over the management of non-operating funds and reserve accounts. The Dean's Office would like to ensure that you are tracking and evaluating those non-operating funds regularly, and that your Department develops a plan for spending those funds on an annual basis. As an incoming Department Chair, you will want to familiarize yourself with those accounts, their restrictions, and the current amounts of funds available in those accounts for your program. If you are not currently set-up with this access in Banner and have non-operating funds in your portfolio (or if you don't know if you have such non-operating funds), you may request access by contacting the Assistant Dean for Academic Affairs: Liz Boyd, email: boyde@oxy.edu, (323) 259-1326.

Health and Safety Management

For information on Health and Safety, please contact the Human Resources office. A helpful document with an overview of Health and Safety Management information is also located on the HR webpage.

Grants Management

Institutional Signature Requirements: Salvador Fernandez, Director of Sponsored Research at Occidental College. General information on the Sponsored Research Office may be found at http://www.oxy.edu/sro/. Contact the SRO for guidelines and policy for submitting proposals as well as various compliance agreements.

Additional Reviews: For proposals that involve human subjects, animals or recombinant DNA and select organisms research, approvals must be secured from Human Subjects Research Review Committee (Eric Frank, co-Chair and Andrea Hopmeyer, co-Chair, Spring), Institutional Animal Care and Use Committee

(Nancy Dess, Chair), or Institutional Biosafety Committee (Cheryl Okumura, Chair), respectively, prior to submission. Information on these committees may be found at http://www.oxy.edu/institutional-review-boards and on the Faculty Council Committee Listing. Please contact Salvador Fernandez, College Compliance Officer and Associate Dean, or Patty Micciche, IRB Coordinator, if you have questions on these federally mandated review processes.

Grants Account Setup and Post-Award Reporting and Compliance: When faculty members or departments receive grants from funding agencies, these grants are assigned special account numbers and are monitored by Jaletta White-Griego (ext. 2528), Business Office.

Contracts and Agreements with Independent Contractors and/or Visiting or Guest Artists:
Please contact your Associate Dean to understand the process.

Resources for Faculty

Please refer to the Faculty Resource Guidebook. There is also an area for department chair resources and guides that includes key calendar dates for APC, AC, and Dean's Office work by Department Chairs. (http://www.oxy.edu/dean-college/department-chairs/resources).

Annual Department Report from Department Chairs

The Department of Assessment and Accreditation will communicate with and provide assistance to Chairs regularly throughout the academic year. Chairs will consult with their colleagues to set assessment goals for the year. In AY 20-21, Chairs will be trained and given support to employ a new software tool for assessment. Annual assessment reports will be submitted within the software tool at the end of the academic year (June 1).

All Meeting Dates and Times

http://www.oxy.edu/faculty/meeting-dates

Appendices
Department/Program Chair Resources
>   -Due dates
>   -Current Chairs and Assistants
>   -Budget reports
>   -SmartCatalog
>   -CGP