

PREFACE

Occidental College depends upon the integral contributions of part-time and full-time non-tenure track (NTT) faculty to enhance the quality of the education of the students and the academic life of the College. Recognizing the untenable current situation characterized by wide discrepancy between titles, compensation, contractual terms, and teaching loads for these same faculty members, the Dean of the College Jorge Gonzalez and Faculty Council President Amy Lyford began the process in Fall 2011 that has culminated in the NTT Policy proposed below.

Including insights gained from several meetings sponsored by Faculty Council and the Dean's Office with NTT and regular (tenured and tenure-track) faculty in the Spring of 2012, Dean Gonzalez developed a draft proposal that was circulated in Fall 2012. Faculty Council coordinated a series of meetings to solicit responses to this draft from various constituencies. These included Department Chairs, tenured faculty, tenure-track faculty, and NTT faculty. The NTT Task Force was constituted by Faculty Council to develop the NTT policy and examine related issues during the academic year 2012-2013. From the meetings mentioned above, from data for Occidental and its comparison group collected independently by a group of committed NTT faculty in Summer and Spring 2012, and from a survey soliciting anonymous feedback from a wide range of faculty, a second draft policy was developed. The Task Force continued its work with the new Faculty Council President Nalsey Tinberg, consulting with Dean Gonzalez during the summer of 2013 with plans to continue into the 2013-2014 academic year. When approved, the policy beginning on the next page will become a part of the Faculty Handbook.

GOALS

The College seeks to create a culture that recognizes and rewards the work of NTT faculty who teach, provide service, and enhance the academic experience of our students. The first steps in that culture's development are related to achieving the following goals: to clarify and standardize the appointments of NTT faculty; to provide titles that recognize the expertise and seniority of NTT faculty; to provide clear definition of service expectations for full-time NTT faculty; to define the process by which NTT faculty are evaluated; to enhance the benefits of full-time and compensation of part-time and full-time NTT faculty; and to provide opportunities for promotion of NTT faculty.

The policy that follows is a draft policy, the first step made in order to achieve these goals. The President and the Dean of the College are committed to achieving these goals in consultation with the faculty of the College (tenured, tenure track and NTT).

NON-TENURE TRACK (NTT) FACULTY POLICY

A. Introduction

Occidental College is committed to having its courses predominantly taught by tenured or tenure track faculty members. This approach stems from our Strategic Goal of enhancing the ratio of tenure track faculty to students (Objective 1.2 Mapping the Future of Liberal Arts & Sciences) “which exemplifies the College’s recognition of the unique bond between students and faculty, a cornerstone of the liberal arts experience.” This unique bond between students and faculty is nurtured by both tenure track and non-tenure track (NTT) faculty at Occidental. Non-tenure track faculty teach, provide service, and enhance the academic experience of our students. This policy aims to clarify the responsibilities of and commitments to NTT faculty in order to best serve Occidental students. Specifically, this policy reflects the College’s effort to move forward with greater clarity, consistency, and equity in hiring, review, retention, compensation and promotion of NTT faculty.

B. Definition of Appointments

Section II.A of the Faculty Handbook describes two types of faculty appointments:

“Regular” faculty appointments are those normally following a national search, in which the appointee is eligible to be a candidate for a tenured appointment.

“Special” appointments may range from a single course up to a full-time teaching load. Faculty regularly employed at other institutions may be designated as “Visiting” if they are teaching at Occidental for a limited time. The appointment of “Instructor” includes part-time or full-time faculty without terminal degrees who are appointed to teach courses for the College.

Other appointments, not covered above, ranging from one course to a full-time teaching load will be designated as NTT (non-tenure track) appointments. Full-time NTT faculty teach six courses or the equivalent. Part-time NTT positions teach five or fewer courses.

In unique circumstances, the Dean may approve other titles for specific faculty.

C. NTT Appointments

Decisions regarding the appointment of NTT faculty take into account the overall composition of the faculty and the fiscal condition of the College. Depending on the nature of the appointment, the length of the employment agreement could range from one semester up to a period of three years. In some cases, NTT faculty may be reappointed beyond three years.¹

As stated above, these NTT positions are either part-time or full-time.

¹ The College recognizes that there are long-term NTT faculty whose particular situations do not follow this proposed structure. The College will work with them on an individual basis aiming to bring balance and equity to the process as we transition to the new policy outlined here.

A letter of appointment shall come from the Dean and shall serve as the contractual instrument for the initial appointment, and shall set forth specifically title and rank, salary, benefits, length of appointment, service expectations, and any qualifying or special provisions for both part-time and full-time NTT faculty.

The NTT faculty will normally receive contracts for renewal appointments no later than May 31.

Reappointment of NTT faculty requires evidence of effective teaching. Effective teaching is defined in the 'Criteria for Reappointment, Tenure, and Promotion' section of the Faculty Handbook (see section III.B.1) for regular faculty. (Note: As opposed to regular faculty, formal academic advising serves to fulfill service obligations for full-time NTT faculty (see section E.4)).

Professional activity required for promotion to the NTT Associate or Professor ranks is defined as a demonstrated commitment to remain current in discipline-specific theories and research. Professional activity may include reviews of textbooks, participation in pedagogical workshops, attendance at conferences, traditional publication, creative activity etc.

D. Part-Time NTT Professor

This appointment category includes faculty members who are hired to teach at the College part-time for a defined term with no tenure commitment. Designations for part-time NTT faculty include a rank that corresponds to their education, experience, and performance at the College (Assistant, Associate or Full). The Dean of the College is responsible for approving the appropriate title for each part-time NTT in consultation with the department.

1. General Principles

- a. Part-time NTT faculty members are initially appointed for one semester or one-year. The Dean makes these appointments, after considering the recommendation by the Department Chair.
- b. Part-time NTT faculty are eligible for renewal appointments of up to one-year.
- c. Part-time NTT faculty are not eligible for College benefits.
- d. Part-time NTT faculty are exempt from departmental and College service responsibilities.
- e. All part-time NTT faculty are eligible for all pedagogical advancement opportunities offered by the Center for Teaching Excellence (CTE).
- f. After one year of employment, all part-time NTT faculty are eligible for faculty enrichment funds to develop a new course or participate in substantial pedagogical innovation according to the standards established by the Faculty Enrichment Grant Program.

2. First Year Review

At the conclusion of the first semester of a part-time NTT contract, the Department Chair will discuss the possibility of reappointment for the next academic year with the NTT faculty member. During the Spring semester, the Department Chair reviews course evaluations and

syllabi of the NTT faculty member pursuing reappointment. Based on this review, the Chair submits a reappointment recommendation to the Dean by March 1st. This recommendation will include a justification for renewal as it relates to departmental needs (i.e. future hiring, course enrollments, subject matter). The Dean will consider the justification for reappointment and decide whether renewal is warranted. This decision will be based on the faculty member's performance, on departmental needs, on the overall composition of the faculty, and on the fiscal condition of the College. If the renewal is approved, the continuing part-time NTT faculty member will receive up to a one-year appointment. In special cases, the contract length may require adjustment based on departmental needs.

3. Process and Principles of the Three Year Reviews

An evaluation should be conducted every three years of a part-time NTT faculty appointment during the Spring semester to determine reappointment eligibility. The Department Chair, in consultation with other department faculty, is responsible for conducting the evaluation following the parameters outlined below. While the criteria for reappointment are similar to the first-year review, the College expects an increased level of classroom performance.

- a. The Department Chair will work with the faculty member to be certain that the review is completed and submitted to the Dean no later than March 1st.
- b. The Chair will meet with the faculty member at the beginning of the Spring semester to discuss her/his teaching experience. After this meeting, the Chair will compose a brief evaluation document that addresses the NTT's teaching effectiveness. This evaluation should also include a statement regarding recommendation for reappointment and a justification for renewal as it relates to departmental needs (i.e. future hiring, course enrollments, subject matter). Both the Chair and the NTT faculty member will be required to sign the evaluation document prior to its submission to the Dean.
- c. The faculty member will submit the following materials to the Chair 1-week prior to the scheduled evaluation meeting:
 - i. current curriculum vitae
 - ii. copies of any Chair reviews
 - iii. relevant course syllabi, exams, and related materials
 - iv. student course evaluations with summary sheets
 - v. course grade comparison sheets
 - vi. summary grade reports (which may be obtained from the Dean's office) for all courses taught during the period under review
 - vii. any other documentary evidence that might assist in an evaluation including any peer teaching observations and evaluations during the period of review.
- d. The Dean of the College reviews the evaluation document and decides whether renewal is warranted. This decision will be based on the faculty member's performance, on departmental needs, on the overall composition of the faculty, and on the fiscal condition of the College.

- e. If the renewal is approved, the continuing part-time NTT faculty member will receive up to a one-year appointment. In special cases, the contract length may require adjustment based on departmental needs. During years when formal reviews are not conducted, part-time NTT faculty will receive up to one-year appointments based on the needs of the department.

4. Process and Principles for Promotion

- a. After six years and a minimum of teaching 21 courses at the part-time NTT Assistant Professor rank, the faculty member will become eligible for promotion to the part-time NTT Associate Professor rank.
- b. After six years and a minimum of teaching 21 courses at the part-time NTT Associate Professor rank, the faculty member will become eligible for promotion to the Full Professor rank.
- c. The Department Chair will work with the faculty member to be certain that the review file is completed in a timely manner.
- d. The Chair, in consultation with other department faculty, will review the evidence provided by the candidate, review the NTT's professional activity, and assess the candidate in teaching. The Chair must draft a review document describing the faculty member's progress in the aforementioned areas and decide whether or not to recommend promotion to NTT Associate/Full Professor. This recommendation must be signed by the Chair. The review document shall be made available to the candidate at least 48 hours in advance of the deadline. The candidate will sign the document before it is submitted to the Dean, indicating that s/he has had an opportunity to read the document and has received a copy. The candidate may submit a confidential response to the review to the Dean of the College. The review document must be submitted to the Dean by March 1st.
- e. The faculty member will submit the following to the Chair by February 1st:
 - i. narrative that contextualizes the evidence in the two criteria for promotion (teaching and professional activity)
 - ii. current curriculum vitae
 - iii. copies of any Chair reviews
 - iv. relevant course syllabi, exams, and related materials
 - v. student course evaluations with summary sheets
 - vi. course grade comparison sheets
 - vii. summary grade reports (which may be obtained from the Dean's office) for all courses taught during the period under review
 - viii. any other documentary evidence that might assist in an evaluation including any peer teaching observations and evaluations during the period of review.

The Dean of the College reviews the materials and decides whether promotion to Part-Time NTT Associate/Full Professor is warranted. The faculty member will be notified of the decision no later than May 1st. If the candidate is denied promotion, he or she may continue to teach at the College under his

or her existing contract terms. If the candidate disputes the Dean's action for promotion, he or she may ask the Faculty Council to appoint a Hearing Board (for grievance procedures, see V.G.)

E. Full-Time NTT Professor

This appointment category includes faculty members who are hired to teach at the College full-time for a defined term with no tenure commitment. Designations for Full-time NTT faculty include a rank that corresponds to their education, experience, and performance at the College (Assistant, Associate or Full). The Dean of the College is responsible for approving the appropriate title for each Full-Time NTT in consultation with the department.

1. General Principles

- a. Initially, Full-time NTT faculty members are generally appointed for a one-year contract. The Dean of the College makes these appointments after considering the recommendation of the Department Chair.
- b. Full-time NTT faculty are eligible for renewal appointments of one-, two-, or three-year durations.
- c. All full-time NTT faculty are required to submit 1-2 page annual reports. The annual reports include the following components: list of courses taught, enrollment, role of course in curriculum, teaching innovations, teaching strengths and weaknesses, student mentoring, service to the Department, and a summary of professional activity (optional). Annual reports should be submitted to the Dean's office by the end of June.
- d. All full-time NTT are eligible for all pedagogical advancement opportunities offered by the Center for Teaching Excellence (CTE).
- e. After one year of employment, all full-time NTT faculty are eligible for faculty enrichment funds to develop a new course or participate in substantial pedagogical innovation according to the standards established by the Faculty Enrichment Grant Program.
- f. After three years of continual employment, all full-time NTT faculty will receive \$1200 every three years. Monies will be deposited into a professional development fund to be used for research, travel to professional conferences, and/or to participate in professional continuing education or scholarship activities.

2. Benefits for Full-time NTT Professors

Full-time NTT faculty are eligible for the following:

- a. Medical and Hospital Insurance (eligibility established on first day of the month following initial appointment as in VII.D.)
- b. Dental Insurance (eligible after one year of full-time appointment.)
- c. Participation in the College's defined contribution retirement plan (eligibility established after one year of full-time employment)

- d. Life Insurance (eligibility established after one year of full-time employment)
- e. Disability Insurance (eligibility established after one year of full-time employment)
- f. Worker's Compensation Insurance (as in VII.H.)
- g. Disability Leave (in accordance with state laws)
- h. Family Leave (in accordance with federal and state laws)
- i. Tuition Exchange Program (eligible after five years of full-time employment)
- j. Full tuition remission for dependent children who are admitted to Occidental and enrolled in the College (eligible after 5 years of full-time employment)

3. Service Expectations for Full-time NTT Professors

- a. Service responsibilities will be limited in the first year of employment for full-time NTT faculty. First-year NTT faculty will be exempt from formal student advisement. Service responsibilities will increase gradually in the second and third year of full-time employment. The extent and nature of the service assignments will be determined after consultation with the Dean, the Department Chair, and the NTT faculty member.
- b. During the third year of employment at the College, the departmental service obligations for full-time NTT faculty may include advising students, mentoring of student comprehensive projects, independent studies, internships, or student research projects.
- c. Under certain circumstances, College service may be a substitute for traditional departmental service.

4. First Year Review

At the conclusion of the first semester of a Full-Time NTT contract, the Department Chair will discuss the possibility of reappointment for the next academic year with the NTT faculty member. During the Spring semester, the Department Chair reviews course evaluations and syllabi of the NTT faculty member pursuing reappointment. Based on this review, the Chair submits a reappointment recommendation to the Dean by March 1st. This recommendation will include a justification for renewal as it relates to departmental needs (i.e. future hiring, course enrollments, subject matter). The Dean will consider the justification for reappointment and decide whether renewal is warranted. This decision will be based on the faculty member's performance, on departmental needs, on the overall composition of the faculty, and on the fiscal condition of the College. If the renewal is approved, the continuing full-time NTT faculty member will receive a 2-year appointment. In cases where the Dean is not able to extend a 2-year offer, a one-year appointment will be offered.

5. Process and Principles of the Three Year Reviews

An evaluation should be conducted every three years of a full-time NTT appointment during the Spring semester to determine reappointment eligibility. The Department Chair, in consultation

with other department faculty, is responsible for conducting the evaluation following the parameters outlined below. While the criteria for reappointment are similar to the first-year review, the College expects an increased level of classroom performance.

- a. The Department Chair will work with the faculty member to be certain that the review is completed and submitted to the Dean no later than March 1st.
- b. The Chair will meet with the faculty member at the beginning of the Spring semester to discuss her/his teaching experience. After this meeting, the Chair will compose a brief evaluation document that addresses the faculty member's teaching effectiveness. This evaluation should also include a statement regarding recommendation for reappointment and a justification for renewal as it relates to departmental needs (i.e. future hiring, course enrollments, subject matter). Both the Chair and the faculty member will be required to sign the evaluation document prior to its submission to the Dean.
- c. The faculty member will submit the following materials to the Chair 1-week prior to the scheduled evaluation meeting:
 - i. current curriculum vitae
 - ii. copies of all annual reports
 - iii. copies of any Chair reviews
 - iv. relevant course syllabi, exams, and related materials
 - v. student course evaluations with summary sheets
 - vi. course grade comparison sheets
 - vii. summary grade reports (which may be obtained from the Dean's office) for all courses taught during the period under review
 - viii. any other documentary evidence that might assist in an evaluation including any peer teaching observations and evaluations during the period of review
- d. The Dean of the College reviews the evaluation document and decides whether renewal is warranted. This decision will be based on the faculty member's performance, on departmental needs, on the overall composition of the faculty, and on the fiscal condition of the College.
- e. If the renewal is approved, the continuing full-time NTT faculty member will receive a three-year appointment. In cases where the Dean is not in a position to extend a three-year offer, a one- or two-year appointment will be offered. In instances where NTT faculty are not offered three-year appointments, formal reviews will only be conducted after 3 years of employment.
- f. In the event that extraordinary circumstances may affect the position of a full-time NTT on a multi-year contract, every effort will be made by the Dean to retain the course load or full-time equivalent status of the NTT faculty member during the term of the appointment.

6. Process and Principles for Promotion

- a. During the sixth year of a full-time appointment at the College at the full-time NTT Assistant Professor rank, the faculty member will become eligible for promotion to the full-time NTT Associate Professor rank.
- b. During the sixth year of a full-time appointment at the College at the full-time NTT Associate Professor rank, the faculty member will become eligible for promotion to the full-time NTT Full Professor rank.
- c. The Department Chair will work with the faculty member to be certain that the review file is completed in a timely manner.
- d. The Chair, in consultation with other department faculty, will review the evidence provided by the candidate and assess the candidate in teaching, departmental service, and professional activity. The Chair must draft a review document describing the faculty member's progress in the aforementioned areas and decide whether or not to recommend promotion to full-time NTT Associate/Full Professor. This recommendation must be signed by the Chair. The review document shall be made available to the candidate at least 48 hours in advance of the deadline. The candidate will sign the document before it is submitted to the Dean, indicating that s/he has had an opportunity to read the document and has received a copy. The candidate may submit a confidential response to the review to the Dean of the College. The review document must be submitted to the Dean by March 1st.
- e. The faculty member will submit the following to the Chair by February 1st:
 - i. narrative that contextualizes the evidence in the three criteria for promotion (teaching, service, and professional activity)
 - ii. current curriculum vitae
 - iii. copies of all annual reports
 - iv. copies of any Chair reviews
 - v. relevant course syllabi, exams, and related materials
 - vi. student course evaluations with summary sheets
 - vii. course grade comparison sheets
 - viii. summary grade reports (which may be obtained from the Dean's office) for all courses taught during the period under review
 - ix. any other documentary evidence that might assist in an evaluation including any peer teaching observations and evaluations during the period of review
- f. The Dean of the College reviews the materials and decides whether promotion to Full-Time NTT Associate/Full Professor is warranted. The faculty member will be notified of the decision no later than May 1st.
- g. If the candidate is denied promotion, he or she may continue to teach at the College under his or her existing contract terms.
- h. If the candidate disputes the Dean's action for promotion, he or she may ask the Faculty Council to appoint a Hearing Board (for grievance procedures, see V.G.)