

POMONA COLLEGE

**HANDBOOK FOR
DEPARTMENT CHAIRS
AND
PROGRAM COORDINATORS**

2011 - 2012

TABLE OF CONTENTS

Calendar.....	4
General Job Description	11
Annual Report of the Department Chair.....	12
Assessment	12
Budget Management	13
Budget Request Process	13
Classroom Alterations Procedure	14
Coterminous Faculty	14
Curriculum of the Department.....	15
Grant Management	15
Health and Safety Management.....	16
Mentoring Junior Faculty Members	17
Recruiting of New Tenure-Track Faculty	17
Recruiting of Temporary Faculty	18
Resources for Faculty	19
Reviews of Department Faculty Members	21
Staff Relationships and Evaluations	21
Target of Opportunity Hires	21
Teaching Evaluations	22
 Appendices	
Academic Budget Supervisor List.....	24
Budgets, Managing Faculty Recruiting.....	26
Budgets, Search Worksheet.....	27
Course Evaluation Template, #1	29
Course Evaluation Template, #2	32
Department Chair and Program Coordinator List	34
Faculty Recruitment Procedures.....	35
Faculty Recruiting Procedures for Temporary Positions.....	41
Faculty Hiring, Step-by-Step.....	43

FPAC Procedures and Guidelines	44
Graduate Tuition Aid for Staff	49
Human Resources Services and Functions.....	49
Moving Allowance Policy	50
New Staffing Request Form	52
Teaching Support at Pomona College	52
Travel Advances and Reimbursement Policies and Procedures.....	53
Who Knows What	58

2011-2012 Calendar

JULY

July 1

- Start of fiscal year 2011-12

AUGUST

August 21

- New student orientation programs begin
- New Parent Orientation

August 22

- Placement exams for new students
- Classroom evacuation rosters distributed by the Registrar's Office for installation in classrooms

August 23-26

- Orientation Adventure

August 26

- New Faculty Orientation (Smith Campus Center)

August 27-28

- New student advising

August 29

- New student enrollment

August 30

- First semester classes begin at 8:10 a.m.
- Opening Convocation, 11:00 a.m., Bridges Hall of Music

SEPTEMBER

Before September 1

- Notification due to Faculty Position Advisory Committee of intent to submit proposal for a faculty position

September 1

- Personal statement, up-to-date curriculum vitae, publications, description of proposed Steele Fellowship project if relevant and other evidence due to chairs from candidates for fall Faculty Personnel Committee reviews
- Updated classroom evacuation rosters distributed by the Registrar's Office for installation in classrooms

September 2

- Faculty Meeting, 4:00 p.m., Rose Hills Theatre, Smith Campus Center; faculty photo taken on Carnegie steps prior to the meeting

September 5

- Labor Day; staff holiday (not an instructional holiday, classes meet)

September 12

- Add deadline (last day for students to add a class)
- Registrar calls for Spring 2012 Departmental/Program Course Schedules and Proposals for New/Revised Courses
- 3-Division Meeting (noon, Frank Blue Room)

September 13

- Updated classroom evacuation rosters distributed by the Registrar's Office for installation in classrooms

September 15

- Submit departmental recommendations (along with all supporting materials) for tenure, contract renewal, and other fall reviews by the Faculty Personnel Committee to the Dean of the College

- Deadline for petitions for non-Pomona study abroad programs for spring 2012

Mid-late September

- Candidates for promotion to Professor, rolling contract renewal, and other spring reviews meet with Department Chair, Dean, and Assistant Dean of the College to discuss review Faculty Personnel Committee procedures

September 20

- Faculty Forum (noon, Frank Blue Room)

September 26

- Deadline for student applications to Pomona Study Abroad Programs for spring 2012

September 30- October 1

- Pomona College Board meets on campus

OCTOBER

October 3

- Completed proposals for faculty positions due to Faculty Position Advisory Committee
- New and Revised Course Proposals for Curriculum Committee review due to the Registrar

October 5

- Target date for submission of Low Grade Notices via *My.Pomona*

October 6

- Deadline for fall submission of General Research Fund grant proposals exceeding \$1,000

October 7

- Spring 2012 Department/Program schedules due to the Registrar's Office

October 12

- Faculty Meeting (12:00 noon, Rose Hills Theatre, Smith Campus Center)
- Pomona College Founders Day

October 13

- Deadline for submission of applications for sabbatical leaves and leaves-without-pay for the academic year 2012-13 (with supporting letters from department chairs) to Associate Dean Wright's Office
- Deadline for submission of requests for sabbatical subventions to Associate Dean Wright's Office

October 15

- Suggested outside reviewer names, as well as publications and related items for examination by outside reviewers, are due to chairs from candidates for spring Faculty Personnel Committee reviews

Mid – late October

- Solicit letters from students and external reviewers for spring review dossiers

October 17-18

- Fall break; classes resume Wednesday, October 19, at 8:00 a.m.

October 18

- Academic Administrative Staff Luncheon with the Dean and Dean's Office

October 20

- Drop deadline (last day students may drop a class)
- Faculty Forum (noon, Frank Blue Room)

October 21

- Deadline for submission of requests for part-time and other temporary faculty for academic year 2012-13 to the Dean's Office
- Deadline for submission of New Staffing Request Forms to the Dean's Office
- Updated classroom evacuation rosters distributed by the Registrar's Office for installation in classrooms

NOVEMBER

November 3

- Pass/No Credit deadline (last day for students to elect the Pass/No Credit grading option)

November 4

- Deadline for submission of Short-Term Contract Faculty Evaluations to the Dean of the College

November 4

- Spring 2011 course schedule available on my.Pomona

November 7-17

- Pre-enrollment advising for Spring 2012
- Submission of teaching evaluation form proposals to the Dean's Office

November 14-17

- Pre-enrollment for Spring 2012

November 15

- Faculty Forum (noon, Frank Blue Room)

November 16

- Faculty Meeting (12:00 noon, Rose Hills Theatre, Smith Campus Center)

November 21

- Department Chair and Program Coordinator Budget Meeting with the Dean and Treasurer (12:00 noon, Frank Blue Room)

November 24-25

- Thanksgiving recess (staff holiday begins at 3:00 p.m. on November 23; normal working/class hours resume on November 28)

DECEMBER

December 2

- Deadline for submission of applications for Hirsch Research Initiation Grants to Associate Dean Wright's Office
- Deadline for submission to Dean's Office of equipment/alterations and computer peripherals requests for fiscal year 2012-13
- Deadline for submission to Dean's Office of operating budget requests for fiscal year 2012-13

December 4-17

- Distribution and collection of teaching evaluations in all classes taught by faculty on continuing appointment

December 5, 6, & 8

- Meetings of the Cabinet to act on presidential nominations for tenure, promotion, and contract renewal, sabbatical leaves, and leaves without pay (4:10 p.m., Smith 208)

December 7

- Faculty Meeting (12:00 noon, Rose Hills Theatre, Smith Campus Center)
- Dean responds to requests for part-time and other temporary faculty for academic year 2012-13
- Last day of classes, fall semester

December 8-9

- Reading days

December 12-16

- Final exams

December 14

- Pomona College Board of Trustees meets in Los Angeles; action on presidential nominations for tenure, promotion, and contract renewal

December 15

- Faculty Meeting (11:00 a.m. – 1:00 p.m., Rose Hills Theatre, Smith Campus Center)

December 16

- Professional Activities Records for all regular, full-time, continuing faculty due to the Dean of the College

December 22

- Grades due to Registrar via my.Pomona by noon

December 23-25

- Staff holidays (begin at 3:00 p.m. on December 22; normal working hours resume January 2)

December 26-30

- Campus closed

JANUARY

January 13

- Classroom evacuation rosters distributed by the Registrar's Office for installation in classrooms

January 15

- Personal statement, up-to-date curriculum vitae, publications, description of proposed Steele Fellowship project if relevant and other evidence due to chairs from candidates for spring Faculty Personnel Committee reviews

January 16

- Martin Luther King, Jr. Day (staff and instructional holiday)

January 17

- Second semester classes begin at 8:00 a.m.
- Deadline for late proposals to Faculty Position Advisory Committee in cases of contract non-renewal or other unavoidable circumstances

January 20

- Last day to request a change in an approved leave plan

January 30

- Add deadline (last day for students to add a class)
- Registrar calls for Fall 2012 Schedule of Classes/Spring 2013 Anticipated Offerings, and New & Revised Course Proposals for Curriculum Committee

Late January

- Department chairs and program coordinators meet with Dean, Associate Deans, and Assistant Dean of the College
- Deadline for student applications for non-Pomona Fall 2012 study abroad programs

FEBRUARY

Early February

- Submit names and seminar descriptions of those who will teach Critical Inquiry Seminars, Fall 2012, to Director of College Writing Dara Regaignon

February 1

- Faculty Meeting (12:00 noon, Rose Hills Theatre, Smith Campus Center)
- Submit departmental recommendations (along with all supporting materials) for promotions to Professor, rolling contract renewal, and other spring reviews by the Faculty Personnel Committee to the Dean of the College
- Faculty Position Advisory Committee submits recommendations for faculty positions to the Dean and the President
- Updated classroom evacuation rosters distributed by the Registrar's Office for installation in classrooms
- Deadline to submit chair's reports on first-year faculty to Dean of the College

February 2

- Deadline for applications for Student/Faculty Summer Research Opportunities grants

February 9

- Deadline for spring submission of General Research Fund grant proposals exceeding \$1,000
- Deadline for submission of Sontag Fellowship Applications to Associate Dean Wright

February 11

- Dinner for new tenure-track faculty, hosted by Alumni Association

Mid-February

- Deadline for student applications for Fall 2012 and year 2012-13 Study Abroad programs

February 15

- Faculty Forum (noon, Frank Blue Room)

February 18

- New and Revised Course Proposals for 2012-13 for Curriculum Committee review due to the Registrar

February 23-24

- Pomona College Board of Trustees

February 24-26

- Trustee-Faculty Retreat – held off campus

February 24

- Course schedules for Fall 2012 and Anticipated Offerings for Spring 2013 due to the Registrar

MARCH

March-early April

- Meet with Dean and Assistant Dean of the College to plan fall reviews for tenure, promotion, and contract renewal

March 1

- Deadline for submission of proposals to change majors/minors to the Registrar
- Target date for submission of Low Grade Notices via my.Pomona
- Faculty Meeting (12:00 noon, Rose Hills Theatre, Smith Campus Center)

March 5

- Deadline for submission of Short-Term Contract Faculty evaluations to Dean of the College

March 8

- Drop deadline (last day students may drop a class)

March 9

- Updated classroom evacuation rosters distributed by the Registrar's Office for installation in classrooms

March 12

- Call for 2011-12 *Online* Catalog updates

March 12-16

- Spring break; classes resume March 20 at 8:00 a.m.

March 21

- Faculty Forum (noon, Frank Blue Room)

March 24

- Deadline to submit Sontag Senior Faculty Grants

March 29

- Deadline to submit "Financial Arrangements" form by those going on leave during the 2012-13 academic year to Associate Dean Wright's Office
- Deadline to submit leave address forms by those going on leave during the 2012-13 academic year to Associate Dean Wright's Office
- Hahn "Teaching with Technology" grant proposals due to Information Technology Services
- P/NC deadline (last day for students to elect the Pass/No Credit grading option)

March 30

- César Chavez Day observed (staff and instructional holiday)

Before March 31

- Submit staff evaluation forms to the Dean of the College and the Office of Human Resources

APRIL

April 2

- Fall 2012 Course Schedule available on my.Pomona

April 3

- First round of 2012-13 *Online* Catalog updates due to the Registrar

April 2-16

- Pre-enrollment advising for Fall 2012

April 4

- Faculty Meeting (12:00 noon, Rose Hills Theatre, Smith Campus Center)

April 6

- Deadline for submission of requests for Wig Curriculum Development Grants to Assistant Dean's Office

Mid-April

- Deadline for submission of teaching evaluation form proposals to the Dean's Office
- Solicit letters from students for contract renewals, promotion to Associate Professor with tenure, and other fall reviews

April 16

- Faculty Forum (noon, Frank Blue Room)

Mid-late April

- Notification to Office of Dean of the College of departmental Commencement parties and activities
- Select liaisons; ascertain that faculty members who will be on leave during the 2012-13 academic year have transferred their advisees to another advisor
- Executive Committee appoints members to committees; advice of chairs will be solicited

April 17-19

- Pre-enrollment for Fall 2012

April 19

- Nominations for prizes at Class Day and Commencement due (Associate Dean of Students)

April 26-29

- Alumni Weekend

April 30

- Meeting of the Cabinet to act on presidential nominations for promotion to Professor, tenure, contract renewal, and other spring reviews (4:10, Smith Campus Center 208)

MAY

May 1-2

- Meetings of the Cabinet to act on presidential nominations for promotion to Professor, tenure, contract renewal, and other spring reviews (4:10, Smith Campus Center 208)

May 1

- Suggested outside reviewer names are due from candidates to chairs for fall Faculty Personnel Committee reviews

May 1-11

- Distribution and collection of teaching evaluations in all classes taught by faculty on continuing appointment

Early to mid- May

- Solicit letters from external reviewers, with no later than August 1 deadline

- May 2
- Last day of classes, spring semester
- May 3
- Faculty Meeting (11:00 a.m. – 1:00 p.m., Rose Hills Theatre, Smith Campus Center)
- May 3-4
- Reading Days
- May 4
- Senior grades due via *MyPomona* by noon
- May 7
- Second round of 2012-13 *Online* Catalog update materials distributed; due May 18
- May 7-11
- Final examinations for non-seniors
- May 10
- Faculty Meeting (12:00 noon, Rose Hills Theatre, Smith Campus Center)
- May 11-12
- Pomona College Board of Trustees meeting (on campus); action on presidential nominations for promotion to Professor, tenure, and contract renewal
- May 12
- Class Day
- May 13
- Commencement, 10:00 a.m.
- May 14-16
- Critical Inquiry Seminar Workshop
- May 17
- Non-senior grades due via *My.Pomona* by noon
- May 19
- Second round of 2011-12 *Online* Catalog updates due to the Registrar
- May 30
- Memorial Day; staff holiday

JUNE

- June 1
- Publications and related items for examination by the outside reviewers are due from candidates for fall Faculty Personnel Committee reviews
 - Deadline to submit chair's reports on first-year faculty to Dean of the College
- June 13
- Deadline to submit requests for 2011-12 fiscal year reimbursement and/or expense transfers to the Office of the Dean of the College
- June 14
- Submit Annual Report to Dean of the College
- June 30
- Fiscal year ends; 2011-12 departmental accounts close

General Job Description for Department 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 his/her colleagues; it is also essential that department meetings be held to discuss important decisions that the department makes.

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, including ID1, are staffed for each academic year, and that a sufficient supply of attractive electives is available. The Dean of the College would like to see all department members taking on a fair share of the responsibility for introductory courses and a fair share of the enrollments in the department, and 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 among the needs of the Breadth of Study Requirements 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 Dean's approval before cancelling a class. Class enrollments should be targeted to what is most pedagogically sound. The instructor has the largest voice in determining the class's appropriate course enrollment, but the department chair, dean, and registrar all play a part in the process. Generally, classes with five or less students are considered too small and may be cancelled. Department chairs should communicate with the dean regularly following pre-registration and registration periods to explain any unusual enrollments.

Standard class times: Unless otherwise indicated, classes meet at the times listed below. Some courses including art classes, music classes, some language courses, and laboratory sessions deviate from these times. The Critical Inquiry Seminar (ID1) meets on Tuesdays and Thursdays from 11:00 a.m.-12:15 p.m. during the fall; no other Pomona courses may be offered at this time.

No class may meet, and no additional mandatory class meetings may be scheduled, from 4:00-7:00 p.m. daily, or after 4:00 p.m. on Tuesday and Thursday evenings.

MWF	MW	TR
8:00-8:50	11-12:15	8:10-9:25
9:00-9:50	1:15-2:30	9:35-10:50
10:00-10:50	2:45-4:00	1:15-2:30
11:00-11:50		2:45-4:00
<p>Afternoon seminars: M/T/W/R/F 1:15-4pm. Departments should schedule afternoon seminars on opposing days, e.g. MW or TR., to maximize course selection opportunities for students. Evening seminars: M/W/F 7:00-9:50 p.m.</p>		

Personnel Decisions: The personnel decisions of the department, with regard both to faculty and staff, are initiated and guided by the Department Chair. In hiring, evaluation, contract renewal, tenure, and promotion, the Department Chair is in charge of designing the process, in consultation with the department and the administration, and ensuring its proper operation and conclusion. Faculty reviews are conducted as described in the Faculty Handbook, with particular attention to the development of skills by new faculty members, and staff reviews are conducted annually in a process described in an annual letter from the Director of Human Resources. The sabbatical leave schedule is planned by the Chair in consultation with the Dean 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.

Supervision of administrative assistants and other departmental staff members is one of the department chair's most important responsibilities. The chair should be familiar with the "Staff Relationships and Evaluations" section of this Handbook and should not hesitate to consult the Dean of the College or the Assistant Vice President for Human Resources about staff issues.

Budget Decisions: 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 of the College by the Chair.

Other Issues: In some departments, other important issues arise. For example, there may be safety issues in the operation of departments, in which case the Chair must make sure the department is fully trained and operating in a safe manner. The Chair needs to know where to refer faculty who are seeking support resources or looking for outside funding. 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. The Chair is expected to share the Harassment/Sexual Offense Policies as stated in the Faculty Handbook with the faculty, including temporary faculty, and to participate in the online College Supervisor Anti-Harassment Training. Finally, the Chair prepares for the President and the Dean of the College an annual report on the department, in which achievements of students, predictable needs for the future, and plans currently in progress are described.

In the past, some faculty members, departments, and programs have sold course packets, t-shirts, and other materials to students through the department office. This practice is no longer permitted, and faculty, departments, and programs are asked to work through Huntley Bookstore, the Coop Store, or the Business Office, as appropriate, to arrange for the sale of these kinds of materials to students. Please contact Marilyn Payne, Controller, at ext 18135 for further information.

Annual Report of the Department Chair

In the spring, the Chair is responsible for preparing the annual report, which is submitted to the Dean. The Dean's Office will issue a call for the report, detailing what it should contain. Be prepared to share information about your graduating majors (including prizes awarded and graduate school plans) map out your department's projected leave/sabbatical schedule. You will also be asked to state your departmental learning goals, to explain how you know whether you are meeting them, and detail any curricular innovations.

These reports should be submitted by **mid-June**. The Dean and the President use these reports over the summer, so every effort should be made to get them turned in on time.

Each December, faculty members turn in their Professional Activities Record to the Dean. Faculty members are expected to give their Department Chair a copy as well.

Assessment

Pomona College is committed to ongoing assessment of teaching and learning in each of its degree-granting departments and programs. Since our curriculum as a whole is made up of discipline-specific curricula designed and executed by our departments and programs, we rely on the chairs and coordinators, working with the Associate Dean, to spearhead this effort. We remain convinced that the only kind of assessment strategies that make sense for Pomona College are those that 1) are driven by the very departments and programs that make up the college, and 2) capture and refine the essence of what our departments and programs are already doing in that regard.

As chair or coordinator you will be expected to submit an assessment report in conjunction with your Annual Report and to respond to specific queries made by the Associate Dean with regard to the articulation and implementation of your learning goals and your assessment of learning outcomes. It is of the utmost importance that you work with your departmental/program colleagues on this and that you keep track of your progress so that future chairs will not have to reinvent the wheel. For the most part this will entail 1) making explicit what you and the others in your department/program are already doing implicitly with regard to student learning, evaluation, and curricular modification; and 2) learning from the insights of other departments/programs here and elsewhere that are engaged in the same task.

The college has contracted with a professional consultant (who is also a Pomona alumna) to help you should you feel at sea with regard to this process. Associate Dean Katherine Hagedorn can put you in touch with her.

Budget Management

Budget Monitoring: The Chair should review the department's accounts regularly to ensure that funds are spent appropriately and that the bottom line of the budget is not overspent. Although the Chair works in close consultation with the Departmental Administrative Assistant, this responsibility cannot be delegated. Once you have been trained, this review can be done easily through the "Budget Review" screen online. Any expenditure of "leftover" funds at the end of the year for equipment, etc. must be approved by the Dean. Generally speaking, you are encouraged to budget for equipment from the Equipment and Alterations (E & A) Budget.

Reallocation - With the exception of student wages, the Business Office may allow you to reallocate funds from one category to another during the year to meet needs, but they will not allow you to spend funds in excess of your total departmental bottom line operating budget. There is no contingency fund, so be careful not to reallocate too much early in the year that may be needed later.

Student Wages – Departments may not exceed the student wage budget allocated to them. The student wage budget is for hiring Pomona students. Faculty with external grants may expend on student wages up the amount allowed by the grant. If a department wishes to hire non-Pomona students, permission must be obtained from the Dean of the College. The criteria for granting permission to hire a non-Pomona student will include: (i) cooperative major, program or department, such as Theatre; and/or (ii) the required skills are unavailable among Pomona students. Each student has an allotment established by the office of Financial Aid. Students may hold as many jobs as they wish so long as their earnings do not exceed their allotments. A supervisor will be able to request an increase in a student's allocation for a particular job if the department has sufficient budget to cover the cost. Students holding positions where the anticipated earnings exceed their work allotment are expected to hold only one job. Students will not be granted allotment increase in order to work multiple jobs. Once a student is hired, the department should notify the Financial Aid Office as to the number of hours and anticipated earnings for the student during the academic year. This will allow the Office to make appropriate adjustments to the student's work allocation.

Committee Work: Faculty members who are chairing a major committee sometimes ask whether there are funds to support the paperwork involved. At this time, there are no such funds. It is anticipated that different departments will bear this financial responsibility at different times, and that it is appropriate since committee work is an important part of the responsibilities of a faculty member. If, however, the department gets into real financial straits as a result of massive copying requirements, support can be requested from the Dean's Office. If possible, funds may be made available for such requests if well documented. It is recommended that committee members use Sakai as a resource to avoid massive copying prior to requesting support from the Dean's Office. Mary McMahon, Director of Instructional Services in ITS, is available to help support Sakai sites and can be reached at ext. 18774.

Budget Request Process

Overview: In late fall, a session will be scheduled in which Chairs will be informed about the general parameters of the budget process including its components, the suggested increases, and the due dates. The Chair will propose budgets for (1) general departmental expenses, (2) for remodeling and equipment (E & A), and (3) for student wages. In each case, the Associate Deans, the Assistant Dean, and the Dean will review the recommendations and may make changes before submitting the budgets to the Vice President and Treasurer. Ordinarily, major changes will be made only after conferring by telephone with the Chair. If, during the previous fiscal year, the department did not use all of its funds in a category due to unusual circumstances, a note explaining the circumstances to the Deans will be helpful.

Types of Funds and Their Uses: One of the most difficult things about the budget request process is that each Department Chair may have unrestricted funds and restricted funds. The restricted funds come from the part of the endowment that provides funds to be used for certain specific purposes. If your department does not know about the restrictions upon expenditure of its restricted funds, information about them can be obtained through the Associate Dean who oversees the departmental budget. A list of these assignments is included in the Appendix.

Types of Restricted Funds: There are two types of restricted funds. One type does not accrue interest and will disappear when spent. The other will replenish itself from the endowment investment process; in these funds, only the accrued income can be spent. Ideally, the restricted funds should be spent first so that the unrestricted funds can be assigned as optimally as possible. Some of the kinds of restricted funds your department may have include those endowing library resources, supplies, specific equipment, research in the department, student awards, lectureships, any use in the department, or any use in the College if the department does not need them. The Dean's Office reviews all budgets and may transfer some requests from unrestricted to restricted funds if the restricted funds are unused. If you are puzzled about accounts, you should call C.J. Stearns in the Business Office (x79485).

Classroom Alteration Procedure

Because classrooms belong to the College rather than individual departments, all requests for alterations to a classroom should be made to the Registrar. Requests will be reviewed for merit, and Campus Planning and Maintenance will be consulted when appropriate. The Registrar will approve or disapprove requests and assign a priority rating before forwarding requests to the Dean's Office for funding consideration.

Coterminous Faculty

Affiliated Faculty

Description: Affiliated Faculty are staff with courtesy faculty appointments; faculty status is dependent upon the successful performance of their duties as a staff member.

Benefits eligibility: Affiliated Faculty are eligible for vacation and sick leave accrual, requiring the monthly submission of time cards, and all other staff benefits.

Responsibilities overview: Affiliated Faculty may teach courses, but their position does not require that they do so. Position descriptions maintained in the Human Resources Office detail job responsibilities, mainly consisting of administrative functions. Because these positions are administrative in nature, it is expected that Affiliated Faculty will normally be available during business hours throughout the calendar year. Affiliated Faculty are not expected to advise students, supervise theses, or serve on faculty committees that fall outside of those directly related to their office or program.

Review Process: Affiliated Faculty are reviewed on an annual basis using the staff evaluation system as appropriate. Scholarly activity is expected for rank promotion.

Collegiate Faculty

Description: Collegiate Faculty are staff whose primary responsibilities are related to the curricular needs of the College, including a significant percentage of time in the classroom. Faculty status is not retained upon termination of the staff appointment. New and replacement Collegiate Faculty positions must be vetted by the Faculty Position Advisory Committee. New and replacement Collegiate Faculty positions at the rank of Associate or Full Professor must also be vetted by the Faculty Personnel Committee, the Cabinet, and the Board of Trustees.

Benefits eligibility: Collegiate Faculty are eligible for faculty benefits including sabbatical leave, faculty parental leave, and the faculty mortgage program; they are not eligible for vacation or sick time accrual. Review process: Collegiate Faculty are evaluated annually using a modified version of the Professional Activity Report. Scholarly activity is expected for rank promotion.

Responsibilities overview: Duties in addition to administrative responsibilities include teaching as arranged with the supervisor, but generally consisting of two or more courses per academic year; faculty committee service; student advising; and participation in departmental matters, including support to the curriculum.

Curriculum of the Department

Curriculum Overview and Catalog Planning: In the Catalog is 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 insure that required courses such as introductory courses and courses that are taught annually to keep up with demand are in fact scheduled and staffed. In general, the permanent faculty should be teaching the required courses. 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 of the College to provide the additional staff needed to replace some or all of the courses from persons on leave. Such requests must be made before all the funds for such courses are allocated, so please observe the deadlines on the calendar at the front of this handbook. The Dean is always available to consult with Chairs in planning for future temporary or permanent staffing needs.

Changes to Majors and Minors: All changes to majors or minors must be approved by the Curriculum Committee. To be included in the next catalog, all proposals for such changes should be submitted to the Registrar for consideration by March 1.

Departmental Self-Studies and External Review Team Visits: Approximately every ten years, each department and program conducts a self-study and hosts a review team visit. Under the Chair's guidance, the department or program faculty begin by collecting evidence and using it to analyze the curriculum, student learning outcomes, and other issues. They then write a report on their findings, which will provide the basis for a visit from a team of external reviewers selected by Associate Dean Katherine Hagedorn in consultation with the department and Dean Cecilia Conrad. The self-study and the external reviewers' report will serve as the basis for discussions among the department or program and the administration about revising courses, staffing, facilities, and support. The reviewers' report will be kept confidential, released only to the department or program members, the administration, and the Faculty Position Advisory Committee.

Informal Departmental Reviews: Between these major reviews, the department may study its curriculum and make such revisions as it deems appropriate, after dialogue with the Curriculum Committee. In addition, the Curriculum Committee may request that the department revise its contributions to the Breadth of Study Requirements. In making any decision that might cause the department to need more funds, it is essential to keep the Deans apprised of the plans so that they can let the department know the extent to which increased funding expectations are realistic.

Support for Course Improvements: Individual faculty members may apply for grants from the Wig Fund for Teaching to support curriculum development, teaching innovation, auditing of a course taught by another faculty member, or travel to a conference about pedagogy. Proposals should be submitted through Assistant Dean Fossum. Those for curriculum development are due in April; those for the other grants may be submitted at any time.

Planning Sabbatical and Other Leaves: Long-term sabbatical planning should be included as part of the department's annual report. In addition, the impact of leaves on other programs in which the faculty member is teaching needs to be considered in choosing any replacements.

Grant Management

Institutional Signature Requirements: Associate Dean Wright (ext 18328) generally is the person who signs off on grant proposals for Pomona College. Government regulations require that individual to check proposals for institutional commitments and certain other issues before signing, so timely submission by faculty to the Associate Dean is very important. Pomona College has an invention development agreement with Research Corporation Technologies, which should be reviewed by anyone expecting to produce patentable items. This procedure is described in the Policy on Patents and Copyright in the Faculty Handbook.

Required Reviews: Proposals that involve human participation or animal research must be reviewed and approved by the Institutional Review Board (coordinated by Associate Dean Wright) or the Animal Care and Use

Committee (coordinated by the chair of the Committee) before grant proposal submission. Both committees involve people from off campus, so due time must be allowed in order for a review to be conducted. The Institutional Review Board convenes four times during the Fall and Spring semesters. Details are available at . Certain types of on-campus research with human subjects, including some research conducted by students, must also be reviewed by the Institutional Review Board. Please contact Associate Dean Wright if you have questions about any of these government review processes.

Government Grant Account Setup: When faculty members or departments receive grants from government agencies, these grants are assigned special account numbers and are monitored by the Business Office. Brenda Briggs (ext 18276) can assist those who need to set up such accounts. The College presently awards 10% of Indirect Costs (salary basis) on external grants to the Principal Investigator to be used for expenses associated with his/her Pomona College research scholarship. The Business Office will set up an incentive account for these funds as well.

Other Grants: All internal research-related grants from Pomona College (Faculty Research Grants, Mellon, Hirsch, Sontag etc.) and external grants (government, sub-contracts, and/or foundations) are managed by the Grants Administrator in Associate Dean Wright's office (ext 18328). All expenses such as equipment purchases, research travel, wages and salaries supported by such grants are administered in the Associate Dean's Office.

Sontag Fellowships: The Dean will authorize expenditures for Sontag Fund Fellowships, and the Business Office will maintain a running expenditure total. As is generally the case with all grants and other awards, expenses in excess of the award will not be paid by The College, and overdrafts must be covered by the individual awardee.

Faculty and staff supported by external grants are considered to be full-fledged Pomona employees, covered by the policies, procedures and practices of both the external agency and the College. When applying for grants that require staffing, information on proposed staff levels, staff salaries and applicable benefits should be discussed with the Director of Human Resources at ext 18175.

For additional detailed information, please see Sponsored Research tab at

<http://pomona.edu/administration/academic-dean/research/grant-management/grants-contracts-subawards.aspx>

Health and Safety Management

Overview: The Institutional Animal Care and Use Committee, Institutional Review Board (human subject protection), and Radiation Safety policies are under the direction of faculty committees and overseen by the Associate Deans Office. The Environmental Safety Plan (Chemical and Biosafety) is under the jurisdiction of the Pomona College Environmental Safety Officer. The Chemical Safety Plan has been drawn up Jonathan Wright/Wayne Phan, and chemical waste disposal is managed by Connie Boon (ext. 18449). Claremont University Consortium employs one full-time Environmental Health and Safety Officer (ext. 18538) for all the Claremont Colleges. Information about environmental health and safety at Pomona College is available through the Associate Deans Office (ext. 18328).

Training: Training in safety issues in every department and all types of settings (including "just offices") is provided to all supervisors, including Department Chairs, through the Human Resources Office. There is a legal requirement for this training and for posting safety information in a noticeable place.

Building Chairs and Earthquake Safety: In each campus building, a building chair and back-up(s) have been designated and have responsibility, in the event of an emergency, for the orderly exit of building occupants to a designated evacuation site, or to a safe room in the event of a lockdown situation. Building chairs and back-ups are responsible for training occupants about emergency preparedness protocols related to the campus as a whole, as well as building-specific protocols. They also report building safety issues to the Office of Facilities and Campus Services.

Emergency preparedness training for building chairs and backups is conducted each semester prior to campus emergency drills.

Mentoring Junior Faculty Members

Junior faculty members look to the Chair for advice about time allocation, office hours and accessibility, teaching strategies, 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.

Junior faculty also receive important mentoring from other campus resources. The Office of the Dean of the College assigns a senior faculty mentor outside the junior faculty member's department. Supported by the Dean's office, this program provides mentoring opportunities through occasional lunches each semester. The peer mentoring program, organized by junior faculty in their second or third year, includes a reception in honor of new faculty at the beginning of each academic year and informal activities throughout the year.

Recruiting New Tenure-Track Faculty Members

Please note: the following summary of College procedure is designed to provide an overview of the process. It is not intended to replace the more detailed procedural descriptions in the Faculty Handbook.

Planning: If a department finds that it has a vacant position due to resignation or retirement, or wishes to add a new position, the department must submit a proposal to the Faculty Position Advisory Committee (guidelines and deadlines for proposals to the FPAC can be found in the Appendix of this handbook, as well as in the Faculty Handbook). The Faculty Position Advisory Committee advises the College on faculty position planning, and advises the President and the Dean on how to fill vacant faculty positions on a case-by-case basis. Vacant or new faculty positions are filled only after they are funded by 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 Pomona 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. The search committee consists of members of the department and/or program (not necessarily all of them), two students, and one professor who is not a member of the department (either a Pomona faculty member from a related discipline or a faculty member in the same discipline from another Claremont College).

The Search Committee Chair works with the Department(s)/Program(s) involved to craft a job description and lay out a search time table, submitting both for approval to the Associate Dean and Dean in the form of Search Report I. Shortly thereafter, the Search Committee Chair submits the first Search Budget Worksheet (I) to the Associate Dean so that money can be transferred to the lead Department to cover interview-related costs before the campus visits.

Early in the fall semester Chairs and their administrative assistants will meet with the Diversity Officer (Associate Dean Katherine Hagedorn) to go over search procedures. During this meeting, the Diversity Officer and the department will discuss methods to increase the diversity of the applicant pool.

Narrowing the Pool: In general, the applications that are received are evaluated by the Search Committee with an eye to creating a longer "short list" of ten. These candidates are then interviewed by the Search Committee either at the appropriate professional meeting or by phone/video-conferencing. Based on this information, the Search Committee Chair prepares Search Report II, which provides the Dean with a ranking of the ten candidates and a justification for that ranking. The Dean and the Diversity Officer may ask the Search Committee to obtain additional information about certain candidates where useful information is missing. The Diversity Officer may ask to review the files of top minority and/or women applicants in addition to the top 10 files, in order to satisfy him/herself that they received fair treatment in the screening.

After the Dean and Diversity Officer have approved Search Report II, the chair of the Search Committee invites the top three candidates for campus visits and promptly fills out Search Budget Worksheet II, so that funds can be transferred to the Department to cover the reimbursable costs associated with the campus visits. The Chair should also at this time send letters of rejection to those candidates no longer under serious consideration.

Campus Visits: In planning the campus visits for tenure-track appointments, keep in mind that candidates should be on campus for two full days (normally either Monday through Tuesday or Thursday through Friday) and their stays should not overlap with other candidates for the same position. It is essential that the candidate be scheduled to meet with the President and the Dean. Beyond that, the candidate's schedule should include meetings with all relevant constituencies, faculty, student, and staff. If the candidate is a woman, the department should arrange for the candidate to meet with the Women's Commission. If he/she is a member of an ethnic minority, the department should arrange a meeting with Chicano/a – Latino/a Studies, the Intercollegiate Department of Africana Studies, or Asian American Studies, as appropriate.

Recommendation and Offer: Once the candidates have been interviewed, the recommendation for hiring should be made to the Dean in the form of Search Report III. If she and the President are in accord with the wishes of the Search Committee, 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 provide proof of authorization to work in the United States or the offer will not stand.** For tenure-track offers, the College will facilitate obtaining proper visas, if possible, but only for tenure-track hires. Note that if the person hired is not able to complete immigration formalities before classes begin, he/she may not be placed on payroll. 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 before the deadline specified in the "Special Remarks" section of the contract.

Housing: Pomona College owns over twenty houses near the campus, primarily for rental to incoming faculty. There is a six-year occupancy limit. Applications for rental of a College house should be made to the Office of the Dean of the College.

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 arrange for someone to facilitate the new faculty member's transitional arrangements: office, stationery, payroll, housing, etc.

For a detailed account of the guidelines for faculty searches and a chronological outline, please visit the Dean's Office webpage at <http://www.pomona.edu/administration/academic-dean/searches-recruiting/faculty-searches.aspx>

Recruiting of Temporary Faculty

Overview: Depending upon the number of tenure-track candidates being recruited, the process for short-term faculty recruiting may be changed from year to year. In general, such appointments are recruited over a smaller area (not a national search), and little funding is available. In all cases, the Dean must agree to the appointment, and a job description must be approved by the Diversity Officer (Katherine Hagedorn) and the Assistant Dean (Kristin Fossum) before the search begins. It is understood that the teaching load for all full-time visiting appointments is five courses.

Interviews Required: For full-time visiting appointments, Assistant Dean Fossum must interview the candidate, but the Dean and President need not. For persons to be appointed for less than a year, or for fewer than five courses, ordinarily the Chair may recommend a selection to the Dean without an interview by the Assistant 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. 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 (this policy can be found in the Faculty Handbook).

Hiring Process: For temporary full-time appointments, the Department Chair recommends the appointment to Assistant Dean Fossum, and if it is approved, a salary is decided upon. The Chair then makes the offer to the candidate. **It is important that when an offer is made, candidates be told that they must provide proof of authorization to work in the United States or the offer will not stand.** If the candidate accepts the offer, the

Department Chair conveys the acceptance to the Assistant Dean and Executive Assistant to the Dean by email so that a contract can be prepared.

For appointments to teach less than full time (i.e., less than five courses), the Department Chair recommends the appointment to the Dean. The Dean will discuss the terms of the offer with the Chair, and the Chair can then make the offer. **It is important that when an offer is made, candidates be told that they must be able to provide proof of authorization to work in the United States or the offer will not stand.** If the candidate accepts the offer, the Department Chair conveys the acceptance to the Dean and her Executive Assistant, Tania Pantoja, by email so that a contract can be prepared.

For temporary positions described in this section, it is the responsibility of the hired person to obtain proper visas, if necessary. The College will sponsor immigration visas for non-tenure-track faculty, but does not pay fees associated with the application outside of those required by law. **Note that if the person selected and hired is not able to provide proof of authorization to work in the United States before classes start, s/he may not be placed on payroll and it is the responsibility of the Department Chair to arrange for coverage of any course that is required.** 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. However, since neither US citizenship nor national origin can be a criterion for hiring, the search committee may ask a question like, “Pomona College does not cover the costs for H-1B visas. Do you find our policy an impediment to your securing the appropriate legal documents that permit you to work here?”

Please note that the signed contract must be returned and all hiring procedures must be completed before the deadline specified in the “Special Remarks” section of the contract.

For details, please see the “Recruiting for Temporary Faculty Positions” appendix.

Resources for Faculty

Grant Information: Faculty who are interested in obtaining outside funding for research are encouraged to contact Associate Dean Wright (ext 18328). In addition to sourcebooks in the office, links to grant data bases are available on the Dean’s website at <http://www.pomona.edu/administration/academic-dean/research/faculty/grant-proposal.aspx>.

Hahn Teaching with Technology Projects: The Hahn Teaching with Technology Fund, overseen by Mary McMahon in Information Technology Services, solicits proposals for summer projects involving technology and teaching, for developing materials that will be used in particular courses, and that require specialized assistance by ITS staff. An announcement is normally issued in the spring semester.

Faculty Research Committee: The Faculty Research Committee, overseen by Associate Dean Wright, evaluates internal research applications over \$1,000 twice a year and travel grants to conferences throughout the academic year. Applications and deadlines for both types of grants are available on the top of the Dean’s web page at <http://www.pomona.edu/administration/academic-dean/research/faculty/grant-proposal.aspx>.

Wig Fund and Teaching Support: The Wig Fund, administered by Assistant Dean Fossum, provides grants on a continuing basis for teaching innovation, faculty auditing, and travel to teaching conferences, and it awards funds once a year through the Teaching and Learning Committee for course improvement. An announcement is sent to all faculty members.

Supplemental Lecture Funds: Supplemental lecture funds, overseen by Associate Dean Hagedorn, are available on a limited basis to faculty who are sponsoring a lecture and need help covering the cost.

Summer Student/Faculty Research Projects: The Summer Undergraduate Research Program is administered by Associate Dean Wright and the Grants Administrator. Proposals from students and faculty/student teams are submitted in the spring term.

For additional information, please see “Teaching Support at Pomona College” under the Appendices section of the handbook.

Reviews of Department Faculty Members

Departmental Assessment: During the first year of service, tenure-track faculty and faculty members on some other types of renewable contracts will usually undergo a departmental assessment as described in the Faculty Handbook. Although letters are not solicited from external referees or students for the assessment, teaching evaluations collected in the assistant professor's classes during the first year will be used (see Teaching Evaluations, above). At the end of each semester, after grades have been submitted, the Chair meets with the assistant professor to review the evaluations and discuss her/his teaching. Based on this meeting, and in consultation with other department faculty, the Chair writes a brief report for the assistant professor's file. The Chair or Coordinator of any other department or program mentioned in the assistant professor's contract follows the same procedure. These reports are sent to the assistant professor and the Dean of the College no later than February 1 for the first semester and no later than June 1 for the second semester.

After submission of the second-semester report(s), the Dean of the College, the Chair, the Chair or Coordinator of any other department or program mentioned in the contract, and the assistant professor meet together to discuss the reports and the assistant professor's first year of teaching. This conference will normally occur no later than September of the assistant professor's second year,

This departmental assessment should give the assistant professor a chance to fine-tune his or her teaching before the contract renewal review. Therefore, it is important that the assessment be conducted thoroughly and in a timely fashion, as set forth in the Faculty Handbook. A constructive and supportive approach usually works better than a threatening and demanding approach, although any problem areas should be clearly delineated.

Faculty Personnel Committee Reviews: If a faculty member is to undergo a review by the Faculty Personnel Committee, careful advance preparation must be arranged by the Chair. The Dean's Office will ordinarily begin the process by inviting the candidate and the Chair to attend an individual planning session in the semester before the review. If the Chair feels that a candidate for review has been omitted, it is a good idea to check with Assistant Dean Kristin Fossum. The timing of these reviews is governed by the due dates for departmental recommendations, found in the calendar at the front of this handbook and in the Faculty Handbook. The process and deadlines for the collection of information are also described in the Faculty Handbook, and the Assistant Dean supplies checklists at the time of the planning session.

Each department must file with the Dean of the College's Office a policy regarding who participates in the review process in connection with initial departmental assessments, contract renewals, tenure and promotion to Associate Professor, and promotion to Professor. This policy should be discussed and decided by the department. Further information on this process is outlined in the Faculty Handbook.

External Referees: It is important to get the Assistant Dean's approval of the proposed list of outside referees in a timely fashion, and to allow at least six weeks for outside referees to submit their reports. The College does not pay a stipend to outside referees.

Student Evaluations of Teaching. Evidence about the faculty member's teaching will include course evaluations collected from students in class each semester as well as letters solicited from students several months before the review. A template for the student letter solicitation is provided in the Faculty Handbook, and the chair should also send two reminders to each non-responding student.

Staff Relationships and Evaluations

Setting Expectations: The Department Chair is the supervisor for staff members within the department. As such, the Chair assists staff in devising appropriate ground rules, ensuring the appropriateness and accuracy of the job description, and designing the day-to-day operation of the staff member's area. New Department Chairs may request a copy of the Staff Handbook to assist them in this role.

If there are interpersonal problems among and between faculty and staff members, the Chair should make an effort to get information from all parties without taking sides. Then, a resolution in terms of setting agreed-upon job parameters and interpersonal relations should be tried. Brenda Rushforth, Assistant Vice President for Human Resources, and/or the Dean can be helpful in particularly difficult cases. The Human Resources Office is developing job descriptions for each staff position. In the meantime, a generic administrative assistant job description is included as an appendix to this handbook, and we encourage you to consult with Ms. Rushforth if you have questions about the responsibilities or other aspects of a staff position in your department.

At times, staff members have been routinely asked to perform staff work relating to College service for their Chairs or other faculty members. Since such service is an expectation of our faculty, this work is not ruled out; however, it is important to be clear that it must receive lower priority than class-related work or faculty research tasks, just as this category receives less weight in faculty reviews. Personal service is not part of the job description of any Pomona College academic staff member, and the Chair should work to help the other faculty understand that running errands, babysitting, etc., are not appropriate requests.

Evaluation for Personnel and Merit Raises: The Department Chair should write an evaluation of each staff member using the deadlines and forms sent to each supervisor by the Assistant Vice President for Human Resources. It is important to discuss this evaluation with your staff member and allow him/her to write a response before submitting it. It provides an opportunity for supervisor and employee to discuss any outstanding strengths and weaknesses of the employee as well as any communication problems the staff member may be having. **This evaluation is sent to the Dean of the College, who will co-sign and deliver it to the Office of Human Resources.** By reading each evaluation, the Dean and the Assistant Vice President for Human Resources become acquainted with staff areas of strength and areas that require improvement. Feedback from evaluations is useful in planning training sessions for both supervisors (department chairs and program coordinators) and those they supervise. Please be as specific as possible in describing the strengths, areas of expertise, areas for improvement or expansion, and weaknesses of each staff member, in order that proper comparisons can be made between people employed in different departments. Supervisors are encouraged to participate in the periodic workshops on evaluations offered through the Office of Human Resources.

Staff Proposal Process: The Department Chair may request additional staff members as part of the budget process by submitting a New Staffing Request Form to the Dean's Office. The request is reviewed first by the Dean, Associate Deans, and Assistant Dean and then by the Executive Staff. Departments should limit requests for new positions to those that require funding above a department's current resources and for which there is an immediate and continuing need.

Target of Opportunity Hires

The Pomona College faculty have two ways of recommending new and replacement tenure-track positions at the College. The first and most common is to request authorization for a national search open to all qualified applicants. A department or program initiates this process by applying to the Faculty Position Advisory Committee, whose procedures and guidelines are found in this Handbook. An alternative way to request authorization is through the uncommon vehicle of a Target of Opportunity (TOP) hire. A TOP exists when the College 1) identifies a person of such outstanding quality that an appointment will bring the College distinction in the areas of teaching and scholarship, and the possibility of service to the College and community, including the mentoring and advising of a diverse student body; 2) sees the hiring of this particular person as being in its strategic interest; and 3) decides that taking the time to conduct a national search would impede this hire. A TOP is initiated by a department or program. The proposal must go to the FPAC, which makes recommendations on the merits of adding the position. The department or program then makes its proposal to the Faculty Personnel Committee, which judges the merits of this particular candidate for the position. Before review by the FPC, the Dean and President will normally interview the candidate. The Dean will decide if this interview is to be by phone, by video, or in person. The chair will then be asked to present the case before the FPC. The recommendations of the FPAC and FPC go to the Dean and the President, who decide whether or not to authorize the hire, based in part on available funding.

The Faculty Position Advisory Committee (FPAC) Procedures and Guidelines, which can be found in this Handbook as well as in the Faculty Handbook and on the Dean's Office webpage, describe the FPAC proposal requirements. This proposal should include:

- A letter from the chair on behalf of the department
- The candidate's curriculum vitae

- The candidate's publications and related materials
- If available, course evaluations and other evidence about the candidate's teaching
- If the candidate is now or was previously employed by Pomona College – as a Pomona College Scholar-in-Residence, for example – a copy of the dossier on which s/he was originally hired
- Additional materials at the department's discretion

Before review by the FPC, the Dean and President will normally interview the candidate. The Dean will decide if this interview is to be by phone, by video, or in person. The chair will then be asked to present the case before the FPC, which normally meets at 4:15 p.m. on Thursdays (and occasionally Tuesdays) from mid-September through mid-November and from mid-January through mid-April. To arrange times for the candidate's interviews with the Dean and President and for the chair's meeting with the FPC, the chair should contact Rhonda Beron in the Dean's Office at Rhonda.beron@pomona.edu or ext. 18518 as soon as possible after submitting the FPC proposal.

Teaching Evaluations

During the last two weeks of each semester, teaching evaluations must be distributed and collected in all courses taught by faculty members on continuing appointment (tenured, tenure track, rolling contract, adjunct, or coterminous). Given that learning goals vary widely according to course, field, and discipline, each faculty member should devise an evaluation form for each class in consultation with the department and the Teaching & Learning Committee, as appropriate. Each separate evaluation form must be approved by the Dean of the College before distribution to students. Forms should be submitted to the Dean for approval by November 15 for fall courses and by April 14 for spring courses. Alternatively, a faculty member may use one of the two pre-approved forms available in the appendix to this Handbook and on the Dean's Office webpage.

Within the last two weeks of the term, the faculty member designates a student in each course to distribute the approved forms, collect them, and return them to the departmental administrative assistant. The faculty member should not be present, and students should be advised that their evaluations are anonymous and will not be shared with him or her until after grades have been submitted for the semester. The completed evaluations are to be stored in a secure location within the department, and shown to (or copied for) the faculty member after that semester's grades have been submitted.

Chairs should offer to review and discuss the evaluations, especially those of junior colleagues. For further information, please contact the Dean or Assistant Dean of the College.

APPENDICES

ACADEMIC BUDGET SUPERVISORS 2011-12

DEPT/PROGRAM	CHAIR/COORDINATOR	CONSULTANT
American Studies	Frances Pohl	Jonathan Wright
Anthropology	Jennifer Perry (fall)/Pardis Mahdavi (spring)	Jonathan Wright
Art & Art History	George Gorse (Hist)/Mercedes Teixido (Studio)	Jonathan Wright
Asian Languages & Literatures	Kyoko Kurita	Katherine Hagedorn
Asian Studies	Peter Flueckiger	Katherine Hagedorn
Assoc. Chair, Studio Art	Michael O'Malley	Jonathan Wright
Biology	Len Seligman	Katherine Hagedorn
Chemistry	Daniel O'Leary	Jonathan Wright
Classics	Richard McKirahan	Jonathan Wright
Computer Science	Tzu-Yi Chen	Jonathan Wright
Critical Inquiry	Dara Regaignon (Kenneth Wolf in 2011-12)	Katherine Hagedorn
Dance	Laurie Cameron	Katherine Hagedorn
Economics	Steve Marks	Katherine Hagedorn
English	Kevin Dettmar	Katherine Hagedorn
Environmental Analysis	Richard Hazlett	Jonathan Wright
Foreign Language Resource Ctr.	Rita Bashaw	Kristin Fossum
Gender & Women's Studies	Kyla Tompkins	Katherine Hagedorn
Geology	Robert Gaines	Jonathan Wright
German and Russian	Larissa Rudova	Katherine Hagedorn
Graduate Fellowships	Paula Goldsmid	Kristin Fossum
Health Sciences	Paula Goldsmid	Kristin Fossum
History	Victor Silverman	Jonathan Wright
Interdisciplinary Programs		Kristin Fossum
International Relations	Heather Williams	Jonathan Wright
Latin American Studies	Miguel Tinker Salas	Katherine Hagedorn
Linguistics & Cognitive Science	Deborah Burke (fall)/Mary Paster (spring)	Katherine Hagedorn
Mathematics	Ami Radunskaya	Jonathan Wright
Media Studies	Frances Pohl	Katherine Hagedorn
Molecular Biology	Tina Negritto	Jonathan Wright
Museum of Art	Kathleen Stewart Howe	Cecilia Conrad
Music	Genevieve Lee (fall)/Tom Flaherty (spring)	Jonathan Wright
Neuroscience	Karl Johnson (fall)/Nicole Weekes (spring)	Jonathan Wright
Oldenborg Center	Rita Bashaw	Kristin Fossum
Pacific Basin Institute	Hung Thai	Cecilia Conrad
Philosophy	Peter Kung	Katherine Hagedorn
Philosophy, Politics & Economics	Eleanor Brown	Katherine Hagedorn
Physical Education/Athletics	Charles Katsiaficas	Kristin Fossum
Physics/Astronomy	David Tanenbaum	Jonathan Wright
Politics	David Menefee-Libey	Katherine Hagedorn
Psychology	Richard Lewis	Katherine Hagedorn
Public Events	Jack Abecassis (fall)/Laurie Cameron (spring)	Cecilia Conrad
Public Policy Analysis	Richard Worthington	Jonathan Wright
Registrar's Office	Margaret Adorno	Kristin Fossum
Religious Studies	Oona Eisenstadt	Jonathan Wright
Romance Languages & Literatures	Jack Abecassis	Katherine Hagedorn
Science, Technology & Society	Richard Worthington	Jonathan Wright
Sociology	Hung Thai	Jonathan Wright
Study Abroad	Rhoda Borcharding	Kristin Fossum
Theatre	Art Horowitz	Katherine Hagedorn
Writing	Dara Regaignon (Pamela Bromley in 2011-12)	Katherine Hagedorn

Managing Search Budgets

For Tenure-Track and Three-Year Positions

Each department conducting a search is to manage its own search budget using funds transferred from the dean's office to the department for that purpose. In consultation with the chair, the administrative assistant fills out two Search Budget Worksheets, the first (Search Budget Worksheet I) to be submitted shortly after Search Report I and the second (Search Budget Worksheet II) to be submitted shortly after Search Report II. Once these budgets are approved by Associate Dean Hagedorn, the total amounts allocated are transferred to the department. It is the responsibility of the chair and administrative assistant to manage these funds in accordance with the approved budget. If, in the course of the search, unforeseen circumstances (e.g., the need to bring an additional candidate to campus) create a "spike" in search expenditures, the department submits a revised budget to the Associate Dean for her approval so that the additional funds can be transferred to the department. If, at the end of the search, the department has not spent the entire amount allocated for the search, the surplus must be transferred back to the Dean's Office recruiting line. The department must also submit copies of all receipts associated with the search to the Associate Dean at the end of the search. If the department should spend more than the budgeted amount, the additional expenses will come out of the department budget. Once the search is over, the department submits to the Associate Dean a final budget (using the same "Search Budget Worksheets") that accurately reflects the actual expenditures related to the search.

Remember that the college's recruiting budget is used exclusively for:

- advertising
- recruiting trips by faculty search committee members
- campus visits by candidates

Departmental budgets are expected to cover the costs of:

- stationery postage
- telephone calls
- photocopying

The following are guidelines for preparing and managing just such a customized budget.

Advertising

An advertising budget must be submitted as part of Faculty Search Report I to Associate Dean Hagedorn for approval before the ad is placed.

- Whenever possible use the minimum-size ad. Since the college posts the full job descriptions on its "Faculty Employment Opportunities," you can use abbreviated web-based ads to refer the potential candidates to the full ad on the "faculty job" website.
- Immigration law requires that one of the advertisements be placed in a print journal. You must indicate in Search Report I where your print ad will appear. The printed ad should be submitted to the Dean's Office.
- The Academic Dean's Committee coordinates an annual ad in the Chronicle of Higher Education. Brief search descriptions should be submitted to the Dean's Office no later than August 1 for inclusion in the ad.

Recruiting Trips by Faculty Search Committee Members

Most searches involve interviews conducted by search committee members at the annual professional meeting for the discipline in question. The college recruiting budget is designed to cover transportation, lodging, and meals for faculty members of the search committee who attend such a professional meeting for this purpose.

It is essential that you:

- Book all flights far enough in advance to get the lowest fares.
- Book all rooms far enough in advance to be able to take advantage of special conference rates.
- Investigate the options for interviewing space and pick the most economical one. The college will cover the cost of a suite or interviewing room, whichever is less expensive. If a suite turns out to be the best option, it is expected that as many members of the search committee will use the suite for lodging purposes as there are bedrooms in the suite.

You should also investigate ground transportation options (airport to hotel and back) in advance and inform all committee members about them. Usually the hotel operates a shuttle.

Note:

- The search committee chair should brief the search committee members prior to the meeting regarding the budget and its limitations.
- If guests accompany search committee members, they are responsible for paying their own way. If, for example, a committee member brings a spouse or partner and the rate for a double room is higher than that of a single, the guest is responsible for the additional cost. If a guest occupies a room in a suite that might otherwise have been used by a committee member, the guest is responsible for the expense of the displaced committee member's room.

Campus Visits by Candidates

Under normal circumstances, three candidates are invited to campus for each search. Flight and lodging arrangements should be made immediately after the dean has approved the top three candidates for campus visits. A typical campus visit lasts two days and thus requires three nights of lodging.

Additional information:

- Lodging: if Sumner House is full (call Candie Putnam, ext 74020), the candidate should be lodged at the Doubletree Claremont (626-2411), which offers rooms at a flat rate of \$105 (plus tax) for the Claremont Colleges. If you have any problems booking rooms at this rate, contact Associate Dean Hagedorn.
- Food: it is expected that most of the meals during a candidate's visit will be hosted by members of the department or other college personnel.
- For those meals that are not hosted, the candidate is responsible for submitting original receipts to the department administrative assistant.

In order to calculate your total food budget for your three campus visits, you will be asked to use the following equation: $3 [50(x+2) + 150]$

- The "x" is the total number of department members.
- The "+ 2" takes into account non-dept members who are either members of the search committee or faculty whose specialties make them a logical choice to meet with the candidate.
- The "3" is the total number of candidate visits.
- The "50" is the dollar amount of food allocation per department member per candidate visit.
- The "150" is the total cost of the candidate's meals.

Candidates are responsible for:

- any long-distance phone charges and the like incurred while they are in Claremont.
- the costs associated with the lodging, food, etc. of any guest accompanying them.

If a candidate's schedule changes, it is the department's responsibility to make the appropriate cancellations (Sumner House or the Doubletree) as soon as possible but at least 48 hours in advance.

The recruiting budget does not cover:

- local transportation: If search budgets funds are available, the department may hire transportation for the candidate's trip to and from the airport. The search budget does not reimburse candidates or departments for gas or rental cars. Due to College liability issues, department administrative assistants are not to drive candidates to or from the airport.
- departmental receptions. These are to be covered by the departmental budget.

Search budget worksheet (to be submitted with SR I)

NOTE: Total budget per department for search season is \$8000.00

Pre-Campus Phase:

Department: _____ Position: _____ Year:

Budget for advertising the position (enter total amount from Search Report I): _____

Names of **faculty** members on the search committee (including one who is not a member of the department):

_____ (chair), _____, _____,

_____, _____, _____, _____

Names of **students** on the search committee: _____, _____

Total number of members (**faculty** and **student**) on the search committee: _____

Are you planning on interviewing candidates at your annual meeting? Yes No

If "no," enter \$300 for phone interviews or \$2,000 for video-conferencing, depending on how you plan to conduct your interviews: _____.

If "yes," indicate the name and dates of the meeting as well as the city and hotel where it is to be held:

List the names of the **three** (maximum) faculty members (including the outside member) who will attend the meeting and take part in the interviews:

_____, _____, _____

Budget for interviews at your professional meeting (if applicable):

Air transportation (for non-local meetings): Enter the round-trip airfare for each of the (maximum) three search committee members attending the meeting and taking part in the interviews: _____,

_____, _____

Total airfare: _____

Ground transportation/airport parking: enter a flat \$75 for each search committee member attending the meeting and taking part in the interviews: _____

If the meeting is local (up to 200 mile radius from Claremont), enter .55 per mile for each search committee member attending the meeting and taking part in the interviews to cover driving costs:

_____. **55.5 cents is the current rate for 2011-12.**

Lodging: if a hotel room is necessary, enter the cost of a single-occupancy room at the conference rate (including tax): _____

Enter the cost of single-occupancy rooms for each search committee member attending the meeting and taking part in the interviews: _____, _____, _____

Food: enter a fee of \$50 per committee member per day of the meeting plus one additional travel day, if relevant: _____

Registration fees (contact meeting coordinators), if applicable: _____

Interviewing space (contact hotel for quotes). If you are using a suite for interviewing, decrease the number of rooms (above) by one: _____

TOTAL PRE-CAMPUS VISIT BUDGET _____

On-Campus Phase

Budget for campus visits:

Air transportation:

Candidate #1 will be flying from _____

Enter the cost of candidate's round-trip ticket to Ontario _____

Candidate #2 will be flying from _____

Enter the cost of candidate's round-trip ticket to Ontario _____

Candidate #3 will be flying from _____

Enter the cost of candidate's round-trip ticket to Ontario _____

Enter total airfare for the three candidates: _____

Lodging: enter \$1,125 (3 candidates x 3 nights at Doubletree x \$125): _____

Food: enter \$1,500 (3 x \$500 per visit) _____

TOTAL ON-CAMPUS VISIT BUDGET: _____

TOTAL APPROVED AND TRANSFERRED TO DEPARTMENT _____

COURSE EVALUATION

At Pomona College, student opinions are among our most important resources for assessing and improving the quality of teaching. Student course evaluations are required in all courses taught by faculty members on continuing appointment. The forms will be available to faculty for feedback and assistance in their teaching; they will also be used in their reappointment, tenure, and promotion reviews, if any. **Do not write your name on the evaluation form.** The evaluations will remain anonymous and will not be shared with the instructor until after grades have been submitted for the semester.

1. Instructor _____
2. Course number/name _____
3. Semester and year _____

A. SELF-EVALUATION

1. What is your college affiliation? PO CGU CMC HMC PIT SCR Other
2. What was your reason for taking this course? Major Minor General Education Other
3. What prior coursework had you had in this field?

4. On average, how many hours per week did you spend on this course outside of class? 0-2 2-4 4-6 6-8 8-10 Over 10
5. What grade do you expect to receive in this course? A A- B+ B B- C+ C C- D+ D D- F Pass No Credit

B. FACULTY EVALUATION

Please rate the above instructor in the following aspects of professional activity, using a scale from 1 to 5 (1 = Strongly Disagree; 5 = Strongly Agree). Circle N/A if you cannot answer a question or if it does not apply to this course. Write your **comments** in the space provided, continuing on the other side of the page if you need more space.

	<i>Strongly Disagree</i>				<i>Strongly Agree</i>	
1. The professor made the goals of the course clear. Comment:	1	2	3	4	5	N/A
2. The texts and other materials were appropriate given the stated goals of the course. Comment:	1	2	3	4	5	N/A
3. Assignments were consistent with the stated goals of the course. Comment:	1	2	3	4	5	N/A
4. Grading was fair and consistent with the stated goals of the course. Comment:	1	2	3	4	5	N/A

		<i>Strongly Disagree</i>					<i>Strongly Agree</i>	
5. The professor was organized and well prepared. Comment:		1	2	3	4	5		N/A
6. The professor presented the subject matter clearly and answered questions effectively. Comment:		1	2	3	4	5	N/A	
7. The professor facilitated discussion well. Comment:		1	2	3	4	5		N/A
8. The professor was effective in labs. Comment:		1	2	3	4	5	N/A	
9. The professor instilled interest in the field. Comment:		1	2	3	4	5	N/A	
10. Feedback was useful and timely. Comment:		1	2	3	4	5	N/A	
11. The professor was accessible to answer questions and explain material outside of class. Comment:		1	2	3	4	5		N/A
12. I learned a lot in this course. Comment:		1	2	3	4	5		N/A

C. SUMMARY

Please respond generally to the following questions. If you need more space, you may use the other side of this page.

1. What has this faculty member done especially well?

2. Do you have specific suggestions for improvement? If so, please elaborate.

**POMONA COLLEGE
COURSE EVALUATION**

At Pomona College, student opinions are among our most important resources for assessing and improving the quality of teaching. Student course evaluations are required in all courses taught by faculty members on continuing appointment. The forms will be available to faculty for feedback and assistance in their teaching; they will also be used in their reappointment, tenure, and promotion reviews, if any. **Do not write your name on the evaluation form.** The evaluations will remain anonymous and will not be shared with the instructor until after grades have been submitted for the semester.

1. Instructor _____
2. Course number/name _____
3. Semester and year _____
4. What is your college affiliation? PO CGU CMC HMC PIT SCR Other
5. What prior coursework had you had in this field?

6. On average, how many hours per week did you spend on this course outside of class? 0-2 2-4 4-6 6-8 8-10 Over 10
7. What grade do you expect to receive in this course? A A- B+ B B- C+ C C- D+ D D- F Pass No Credit

Please comment on the above course and instructor in the following aspects of professional activity, continuing on the other side of the page if you need more space. Write N/A if you cannot comment or if the item does not apply to this course.

Goals of the course (Were the goals of the course made clear to you?)

Content and structure of the course (Did the content and structure of the course make sense given the stated goals of the course?)

Presentation of subject matter in class (did it facilitate your learning?)

Effectiveness in relevant methods of instruction

Lecturing:

Leading seminars and discussions:

Guiding laboratories, studios, rehearsals, performances, independent studies, tutorials, and/or student research:

Texts and other course materials (were they appropriate given the stated goals of the course?)

2011-2012 DEPARTMENT CHAIRS AND PROGRAM COORDINATORS

Africana Studies	Sheila Walker (Scripps)
Anthropology	Jennifer Perry (fall), Mahdavi (spring)
Art/Art History	George Gorse (Art History), Mercedes Teixido (Studio Art)
Asian American Studies	Kathy Yep (Pitzer)
Asian Languages/Literatures	Kyoko Kurita
Biology	Len Seligman
Chemistry	Dan O'Leary
Chicano Studies	Gilda Ochoa (fall), Maria Soldatenko (Pitzer, spring)
Classics	Richard McKirahan
Computer Science	Yi Chen
Economics	Steve Marks
English	Kevin Dettmar (fall), Sarah Raff (spring)
Geology	Bob Gaines
German and Russian	Larissa Rudova
History	Victor Silverman
Linguistics/Cognitive Science	Debbie Burke (fall), Mary Paster (spring)
Mathematics	Ami Radunskaya
Media Studies	Frances Pohl
Music	Genevieve Lee
Neuroscience	Karl Johnson (fall), Nicole Weekes (spring)
Philosophy	Peter Kung
Physical Education	Charles Katsiaficas
Physics	David Tanenbaum
Politics	David Menefee-Libey
Psychology	Richard Lewis
Religious Studies	Oona Eisenstadt
Romance Languages/Literatures	Jack Abecassis
Sociology	Hung Thai
Theatre and Dance	Art Horowitz

Program Coordinators

American Studies	Frances Pohl
Asian Studies	Peter Flueckiger
Dance	Laurie Cameron
Environmental Analysis	Richard Hazlett
Gender & Women's Studies	Kyla Tompkins
International Relations	Heather Williams
Latin American Studies	Miguel Tinker Salas
Molecular Biology	Tina Negritto
Philosophy, Politics, Economics	Eleanor Brown
Public Policy Analysis	Richard Worthington
Science, Technology, & Society	Rick Worthington

FACULTY RECRUITING PROCEDURES 2011-12

Recruiting and hiring tenure-track faculty at Pomona College is a process shared among the President, Dean, Associate Dean, search committee chair, and the department or program faculty. Each of these people plays an important role in the search.

The President is the only staff or faculty member at the College who actually hires tenure-track or tenured faculty. For visiting and part-time positions, and many staff positions, the President routinely delegates this prerogative. But because of the importance of tenure-track positions, the President remains central in every appointment. It is he/she alone who appoints and signs the contract.

The Vice President for Academic Affairs and Dean of the College (1) bears ultimate responsibility for the integrity of the search and maintaining appropriate search procedures; (2) sets parameters within the search and negotiates terms of employment with final candidates for the position; and (3) recommends a candidate selected by the department to the President for hire.

The Associate Dean of the College (1) aids the Dean in maintaining search procedures and (2) serves as the College's diversity officer, paying attention to this important aspect of each tenure-track search. The Associate Dean, for example, determines whether a pool is sufficiently diverse for the search to be successful in giving women and underrepresented minorities a fair chance to secure the position.

The search committee chair (usually, but not always, the chair of a department or the coordinator of a program) supervises and manages the search at the department level on a day-by-day basis, and is responsible for dealing directly with all candidates (and their materials) throughout the search, at least up to the moment when the Dean makes the official offer and negotiates terms of employment. The search committee chair is also responsible for soliciting input from all relevant parties, including non-departmental faculty, students, staff, and administrators as appropriate.

The departmental administrative assistant or secretary is in charge of maintaining and organizing the search materials, making the dossiers available to the appropriate people, and helping the search committee chair arrange the on-campus visits.

The search committee is responsible for selecting the candidate to be recommended to the President for appointment. The administration (President, Dean, Associate Dean) reviews only those candidates recommended by the search committee.

The department or program faculty is responsible for ratifying or modifying the decision of the search committee. Technically, the recommendation of the search committee is a recommendation to the department or program, and it is the department or program that formally recommends an appointment to the Dean and President.

A search is successful when (1) the search committee finds one or more finalists acceptable for the position and makes a recommendation to the Dean and President; (2) the Associate Dean finds that all procedures, including those relating to diversity, have been followed; (3) the Dean agrees with the department's preferred choice of acceptable candidates; and (4) the President agrees with the Dean. If any of these pre-requisites is not met, the Dean and Associate Dean will meet with the search committee and try to resolve differences. The Dean and President will typically defer to the department's judgment if they differ on which candidate is preferred among two or three acceptable candidates. At no time may the President appoint a candidate unacceptable to the department.

The Dean or department may halt a search at any stage before its completion. The reasons for closing down a search include (1) the Diversity Officer affirms that the applicant pool lacks sufficient diversity; (2) the applicant pool is so thin that the quality of the applicant pool is questionable; (3) there is a serious procedural irregularity that threatens the integrity of the search; (4) there is some sort of serious conflict among members of the department and/or search committee; or (5) there is a sudden change in the fiscal condition of the College so that we are no longer able to fund the position.

These guidelines summarize the procedures used at Pomona College for filling a *tenure-track or three-year position*.¹ They focus on the points in the recruiting process where the recruiting department interacts with the Dean of the College (Dean Cecilia Conrad) and with the College's Diversity Officer (Associate Dean Katherine Hagedorn). Pomona is small enough to accommodate differences in departmental recruiting styles, especially when these reflect disciplinary needs; yet, all searches must follow the procedures outlined here. These procedures are meant to create some uniformity within the college, allow the Dean to oversee the recruiting process, and help the Diversity Officer monitor the progress of searches as mandated by the College's diversity plan.

This document is complemented by *Managing Search Budgets*, which summarizes important points regarding the recruiting budget.

The preferred method of correspondence with the Dean's Office is email. Please submit the Faculty Search Reports (described below) as Word attachments to Associate Dean Hagedorn and note that template Word files of these reports are available from the Dean of the College's web page. Here a chronological outline is followed by more detailed descriptions.

A Chronological Outline for Faculty Recruiting: Continuous Appointments

Even though the timetable for each search may be different, the typical time for each step is indicated in parentheses.

Permission to Search (late spring)

After the President and the Dean have authorized a position, the Dean gives the department permission for a search. Permission is not official until the department receives a written notice (e-mail or paper) approving and detailing the position. Such notice will normally be sent by early summer.

Meeting with Deans (late spring/summer)

After the search has been authorized, a meeting of all chairs who will be conducting searches will be scheduled to discuss guidelines and expectations. The Dean and Associate Dean will review search procedures.

Faculty Search Report I & Search Budget Worksheet I (summer or early fall)

Before advertising its search, the department must submit Faculty Search Report I to the Dean and Diversity Officer. Faculty Search Report I asks for:

- a search timetable,
- a job advertisement,
- the constitution of the search committee (This includes two student members and one interested faculty member from another department or college),
- an outreach and advertising plan,
- an advertising budget,
- a description of the screening process, and
- a general format for the campus visits.

Once the Dean's Office informs the search committee chair that Part I of the Faculty Search Report has been approved, the department may place its job ad and begin searching for the position. The job ad must be placed in

¹ For positions of less than two years, please see *Recruiting for One-Year and Part-Time Faculty Positions*, below.

one printed journal as well as the most appropriate web-based venues. A copy of that journal must be sent to the Dean's Office for verification. Since the full ad will automatically be posted on the college's employment website, it is permissible and indeed preferable to use abbreviated language in the web-based ads, referring potential candidates to the Pomona employment page. At this point the department should submit Search Budget Worksheet I.

Meeting with the Diversity Officer (September)

Each department involved in a search will meet with the Associate Dean/Diversity Officer to discuss search strategies and procedures. The search chair should contact Rhonda Beron at ext. 18518 to arrange this meeting. The meeting is typically timed to coincide with a regular department meeting. The department's administrative assistant should be included at least in the discussion of procedures.

Collecting Diversity Data (fall)

The administrative assistant should ask Rhonda Beron in the Dean's Office for Gender and Ethnic Diversity Data cards so that they can be mailed to each candidate once the application has been received. The cards are already stamped and addressed to the Human Resources department.

Faculty Search Report II and Search Budget Worksheet II (late fall)

The department must submit Faculty Search Report II to the Dean and the Diversity Officer before they can invite candidates to campus. Faculty Search Report II asks for diversity data, the composition of the candidate pool, and an annotated list of the top ten candidates in order of their suitability for the position. Each entry should include a brief justification for the candidate's position in the ranking. The dossiers of the top ten candidates must accompany Search Report II. Once Search Report II has been approved, the department should arrange for campus visits. Search Budget Worksheet II must be submitted as soon as the travel arrangements have been made.

Meeting with the Deans (late fall - late winter)

After submitting Faculty Search Report II and before any candidates are invited to campus, the search committee chair meets with the Dean and the Diversity Officer to discuss the short list. In order to prepare for this meeting, the Deans will need two days to review the long short list and dossiers. Contact Dani Aurouze in the Dean's Office well in advance to set this meeting. The short list of three candidates is normally determined at this meeting, though sometimes further consultation with the department is necessary. After the short list is approved in writing (email or paper) by the Dean and the Diversity Officer, candidates may be invited for campus interviews. In a campus interview, the candidates must meet with the department, the student members of the search committee, and other interested parties including the Dean and the President. Please see the section after the outline for important details regarding campus visits.

Faculty Search Report, Part III (early spring)

Before any offers can be made, the department must submit Faculty Search Report III to the Dean and the Diversity Officer for their approval. Faculty Search Report III asks for a two-part recommendation, indicating which of the candidates who have visited campus are acceptable and how the department ranks them and, which candidates are not acceptable and why.

Making an Offer (early spring)

After the Dean and the Diversity Officer have approved Part III of the Faculty Search Report, the Dean discusses the recommendation with the President. If an offer is authorized, the Dean, in consultation with the department chair, will make an offer to the successful candidate and negotiate the terms of the appointment.

Guidelines for Faculty Searches

Search Timetable (to be approved as part of the Faculty Search Report I)

The timetable should estimate the important dates-e.g., the dates for advertising, receiving applications, screening, and on-campus interviewing-for the search. Some of these dates (such as when an offer is to be made) will no doubt be hopeful projections

Job Advertisement (to be approved as part of the Faculty Search Report I)

Job ads require candidates to submit a letter of application, a transcript, curriculum vitae, three letters of reference, a discussion of research plans. A statement of teaching philosophy is optional. Ads should also include a sentence such as: "The department is particularly interested in candidates who have experience working with students from diverse backgrounds and a demonstrated commitment to improving access to and success in higher education for underrepresented students"; or "Candidates should describe previous activities mentoring women, minorities, students with disabilities, or other under-represented groups," or "Pomona College is committed to increasing excellence through diversity and welcomes applications from women and members of underrepresented groups."

- Ads should also include a sentence such as "Complete applications received by [date] will receive full consideration."
- Please mention that Pomona is one of the Claremont Colleges. There is no need to mention graduate teaching. It leads to unrealistic expectations and a misplacement of effort.

Outreach and Advertising Plan and Budget (to be approved as part of the Faculty Search Report I)

Every search prepares an outreach and advertising plan with the aim of ensuring as large and diverse a candidate pool as possible. This may involve special efforts to attract qualified candidates who can provide diversity, such as placing advertisements in national publications and in some cases in publications directed to members of underrepresented groups; sending personal letters to department chairs, mentors of graduate students, and potential candidates of color; and making telephone calls to elicit responses from these letters. Whenever possible, personal connections are used to identify and recruit excellent prospects. To help recruit minority candidates, members of the Affirmative Action Committee may be contacted through the committee members. The Dean's Office may send names of additional possibilities.

If Faculty Search Report I, including the advertisement, is submitted and approved by October 1, the Dean's Office will place an abbreviated version of your ad in the *Chronicle of Higher Education* as part of a joint Claremont Colleges listing. If your ad is too late for the *Chronicle* listing, **you must place it in at least one print--as opposed to electronic-publication.**

The advertising plan is accompanied by a budget in order to provide one checkpoint for making sure that the whole search process will stay within budget.

Search Committee (to be approved as part of the Faculty Search Report I)

The department selects a search committee, including a chair and student representatives. Normally at least two students will sit on a search committee for a tenure-track position. However, if there are three or fewer faculty members on the committee, then just one student may be selected. The process for selecting students is to be developed by the faculty and liaisons in the department. We also strongly encourage all departments to consider appointing one faculty person either from Pomona or one of the other Claremont Colleges to the search committee as a full participating member. The person would be chosen in consultation with the Dean and Diversity Officer.

Faculty and student members will discuss departmental concerns and needs relevant to the search, as well as standards of confidentiality to be maintained for the search. Student members are not to discuss the contents of confidential letters in the candidates' files with anyone other than faculty members in the department.

Collecting Diversity Data

Faculty Search Report Part II asks for data on the composition of the candidate pool in terms of gender and ethnicity. Because some department personnel have indicated that they find it difficult to compile these data, the College has devised a procedure aimed at making the process easier for departments. The Dean's Office will provide metered postcards requesting information on gender and ethnicity from the candidates. The department is

responsible for obtaining these postcards from Rhonda Beron. In order to receive the proper postage, the cards must be a particular size. Cards may be folded to fit into an envelope. Be sure to put the name of the search in the card's upper right hand corner (e.g., "Math 3-year position") and enclose the postcard in an outer envelope when mailing it to the applicant. It is preferred that a postcard be sent as soon as an application is received so that the information might be received by the time Faculty Search Report II has to be completed.

Applicants then complete and return the metered, self-addressed postcards to the Human Resources Office. The department administrative assistant or the chair of the search should contact Human Resources to obtain the tabulated results for inclusion in Faculty Search Report II. The department should request these results a day or two before it is ready to submit Faculty Search Report II. The process is entirely voluntary and anonymous on the applicants' part.

Narrowing the Pool

One or more search committee members interview candidates by phone, by videoconferencing, (to reserve a speaker phone or video conferencing, contact Joe Brennan at ext. 77355) or at professional conferences; the committee should be the only group to interview candidates prior to the selection of finalists. Student members of the search committee will become involved in the search at a point determined by the committee, but no later than the point at which the applicant pool has been narrowed to about 20 files. Student members will read files and be expected to consult with other students to gain a broad student perspective.

Campus Visits by Candidate

The department should first make certain that the President and the Dean are available for interviews. (For three-year positions, only an interview with an Associate Dean, normally Dean Hagedorn, is required.) The department should also arrange for Division II candidates-and Division I and III candidates as appropriate-to meet with Associate Dean Jonathan Wright about obtaining start-up funds. Start-up funds are normally allocated to tenure-track faculty only.

The department should upload the files for the top ten candidates to Sakai, and give the Dean and Associate Dean permission to view the files. The President should be provided with hard copies of these files. The President and the Dean (for three-year positions, the Associate Dean) must each be given a hard copy of the interviewing candidate's complete dossier, including the cover letter, curriculum vitae, transcript, and letters of reference. The department should bring these two copies of the candidate's complete dossier to Alexander Hall at least two days before the candidate meets with the President and the Dean or the Associate Dean.

Student members of the search committee should meet all candidates brought to campus. The Women's Commission should be given an opportunity to meet with female candidates. Professor Toni Clark is the contact person.

To help recruit minority candidates, members of the President's Committee on Diversity may be contacted. The chairs of Asian American Studies (Professor Kathleen Yep, Pitzer), Black Studies (Professor Sheila Walker, Scripps), and Chicano Studies (Professor Rita Alcala, Scripps) should also be contacted as appropriate to arrange meetings with minority faculty.

The department should make sure that all other interested parties are aware of the campus visit schedules and have an opportunity to see the candidates. This is especially important in the case of candidates with interdisciplinary interests. Please advertise your candidate lectures in the Claremont Colleges events calendar (<http://emsweb.claremont.edu/PomonaMC/MasterCalendar.aspx>).

At the end of the visit, the department/search committee chair gathers opinions from those who interacted with the candidate.

It is important to maintain consistency throughout the search process. Each candidate who comes to campus should be asked the same questions and required to perform the same tasks, allowing, of course, for the inevitable

minor variations resulting from a candidate's particular profile (e.g., female candidates will meet with the Women's Commission). Please read the *Interview Guide to Fair Employment* on the Dean of the College's web page and ensure that none of the questions posed to candidates constitutes discrimination according to fair employment laws.

Recommendation to the Dean

After all campus visits have been completed, the department meets and arrives at a recommendation. Student members of the search committee will participate in the meeting at which the final candidate is selected; they are to be included in voting, depending on the style of the department, and in the proportion or percentage they and the faculty members of the search committee have determined in advance. As part of Faculty Search Report III the department should prepare a two-part recommendation, indicating which of the candidates who have visited campus are acceptable, how the department ranks them, and who is unacceptable and why.

Employability

As noted above, it is important to determine in advance of an invitation to a campus visit if the candidate will be able to provide the necessary documentation regarding employability. During the search, the search committee is allowed by law to ask candidates if they will be able to prove eligibility to work upon commencement of employment should an offer of employment be made. If the successful candidate is not a citizen or permanent resident and does not have a permit allowing him or her to work legally in this country, or has only a temporary permit and is filling a permanent position, the college will assist the candidate in obtaining employment authorization. The successful candidate may, however, face serious immigration difficulties in the long term if the position was not advertised in a print publication (see p. 4, above).

The College will not provide such assistance for candidates filling two- or three-year positions. These candidates need to arrive with papers in hand.

In order to make sure that such work papers can be acquired by the beginning of the academic year, the department must immediately notify the Dean's Office once the candidate accepts the offer. **The department needs to be aware that contingency plans may be required should such papers not be obtainable by the beginning of the school year. In the case of short-term positions this may mean offering the position to another candidate.**

After the Search

Once the department has hired a candidate, please supply the Dean's Office with the person's address(es) and phone number(s) for the period extending until his/her move to Claremont.

If the department has hired a tenure-track candidate, please send **a copy of the full page on which the position advertisement appeared. Please highlight the ad in yellow.** For all others, we suggest that you observe the following schedule:

- Keep **all** search applications/dossiers for at least one year.
- Keep the applications/dossiers of finalists for tenure-track positions (i.e., the three or four candidates who visited campus) for at least four years.
- Keep the applications/dossiers of successful candidates for *non*-tenure-track positions (e.g., one-, two-, or three-year contracts) for at least four years.

Contact Information.

Cecilia Conrad, Vice President for Academic Affairs and Dean of the College
ext. 18137 or cecilia.conrad@pomona.edu

Katherine Hagedorn, Associate Dean of the College and Diversity Officer
ext. 18518 or katherine.hagedorn@pomona.edu

Jonathan Wright, Associate Dean of the College and Grants Administrator
ext. 18328 or jonathan.wright@pomona.edu

Kristin Fossum, Assistant Dean of the College
ext. 71747 or Kristin.fossum@pomona.edu

Tania Pantoja, Executive Assistant to the Dean
ext. 72831 or Tania.pantoja@pomona.edu

Rhonda Beron, Administrative Assistant
ext. 18518 or rhonda.beron@pomona.edu

Dani Aurouze, Administrative Assistant to the Dean
ext. 18137 or dani.aurouze@pomona.edu

Deborah Burke (fall)/Pardis Mahdavi (spring), Women's Commission Chair
ext. 72440/77854 or Deborah.burke@pomona.edu/pardis.mahdavi@pomona.edu

Kathleen Yep, Chair, Intercollegiate Department of Asian American Studies
ext. 72645 or kathleen.yep@pomona.edu

Gilda Ochoa (fall)/Maria Soldatenko (Pitzer – spring) Chair, Chicano/a – Latino/a Studies
ext. 72604 (fall)/73630 (spring) or gilda.ochoa@pomona.edu/maria_soldatenko@pitzer.edu

Sheila Walker, Chair, Intercollegiate Department of Africana Studies
ext. 72908 or Sheila_walker@scrippscollege.edu

The Human Resources Office
ext. 18175

Recruiting for Temporary Faculty Positions

Replacement needs for the following academic year must be discussed with Dean Cecilia Conrad during the first semester. Please note that sabbaticals are normally not replaced, while “Leaves without Pay” are often at least partially replaced. Once the Dean has approved the position in writing, the department should draft the job description and email it to Assistant Dean Kristin Fossum for her and the Diversity Officer's approval. Faculty Search Reports need not be filled out, but these approvals must be obtained before the department publicizes the description. **We do not conduct national searches for short-term appointments.** Please send flyers with your approved job description to local universities (UCLA, UCI, UCR, USC, etc.), from which candidates could drive to Pomona College for a one-day interview. Please speak with all candidates by telephone at some length about their teaching experience and teaching philosophy before inviting them to campus for an interview.

The candidates for temporary full-time positions must be interviewed by Assistant Dean Fossum, who will need a curriculum vitae at least one day before the interview. Neither the Dean nor the President needs to interview these candidates. A limited amount of funding for on-campus expenses (typically lunch) may be provided. Please contact Assistant Dean Fossum for advance approval if you plan to ask for college funds.

The department chair recommends the appointment to Assistant Dean Fossum and, if it is approved, the chair is informed as to the salary. The chair then makes the offer to the candidate, making it clear that it is contingent upon proper documentation being presented to the Human Resources Office.* If the candidate accepts the offer, the Assistant Dean and Dean's Executive Assistant are to be notified in writing so that a contract can be drawn up.

People Hired to Teach Three or Four Courses

As with every hire, these appointments must be approved in advance by Dean Conrad. Faculty Search Reports need not be filled out. Once the Dean approves the position, these persons need not be interviewed by the Assistant Dean, Dean, or President, but should be interviewed by the department chair, in person, not just via telephone. For candidates with a Ph.D. who are newly employed by the college, we pay \$7,000 per course, except by special arrangement with the Dean. Anyone who teaches three or four courses is also eligible for benefits. The chair orally conveys the offer of employment to the candidate, saying that it is contingent upon proper documentation being presented to the Human Resources Office. If the candidate accepts the offer, the Dean and the Dean's Executive Assistant are to be notified in writing so that a contract can be drawn up.

People Hired to Teach One or Two Courses

As with every hire, these appointments must be approved in advance by Dean Conrad. Most of these positions are filled during the academic year in response to enrollment pressures. Part-time appointments may also be made to cover course releases. These persons need not be interviewed by the Assistant Dean, Dean, or President. They are paid at the same rate per course as the people teaching three or four courses. However, the College does not provide benefits because they are less than half-time employees. The hiring is handled as it is for the persons hired to teach three or four courses (see above).

* It is important to determine in advance of an offer if the candidate will be able to provide the necessary documentation regarding employability. During the search, you are allowed by law to ask candidates if they will be able to prove eligibility to work upon commencement of employment should an offer of employment be made. If the candidate for a temporary position is not a U.S. citizen or permanent resident, the college will not assist him or her in obtaining the proper papers. Such candidates need to arrive with papers in hand.

FACULTY HIRING PROCEDURES

STEP	CURRENT RESPONSIBLE UNIT	DESCRIPTION
CONTRACT	Dean's Office	*Department to send CV, mailing and

		email addresses, and official name (as listed on the social security card). *Contract and supporting materials sent via email to the candidate. Computer and housing forms included with contract materials. * An electronic copy of the pending contract is sent to HR and Payroll.
CX RECORD	Exec. Assistant to the Dean	name, title, department, building, contact for email
	Administrative Assistant to the Dean	constituencies (division)
	Payroll	home and campus addresses/phone, social security number, emergency contact, alternate name
HIRING PAPERWORK	Dean's Office and HR	New Faculty Hire form is submitted to HR and Payroll as soon as the signed contract is received in the Dean's Office. Employee is directed to HR for completion of personnel forms by date specified in the contract.
ORIENTATION AND COMPLETION OF HIRING PAPERWORK	Human Resources	Most faculty will complete during the May New Faculty Workshop
BENEFITS/INSURANCE	CUC	Benefits orientation
	Payroll	Weekly demographic file to Aliquart
EMAIL	ITS	
OFFICE ASSIGNMENT	Associate Dean	
KEYS	Admin Assistant	Office and building keys
COMPUTER SET UP	ITS	
	Admin Assistant	
ID	HR - Campus Life	
PORTAL TRAINING	ITS and Registrar	
RENTAL HOUSING AND MORTGAGE PROGRAMS	Dana Wood	
HOUSING SUBSIDY	Exec. Assistant to the Dean	
DIRECTORY	HR/Payroll	
CLASSROOMS	Dept Chair/Admin Assistant	
ORDERING TEXTBOOKS	Dept Chair	
MOVING EXPENSES	HR	
Immigration issues	Exec. Assistant to the Dean	

FACULTY POSITION ADVISORY COMMITTEE PROCEDURES AND GUIDELINES

(as approved by the Pomona College faculty, April 23, 2004; amended 2005 and 2009-10)

The Faculty Position Advisory Committee (FPAC) advises the President and the Dean of the College on requests

- (1) for permanent faculty positions
- (2) for coterminous administrative-faculty positions

- (3) for the transfer of an existing faculty member from one department or program to another, and
- (4) for the conversions of Pomona College programs into departments

A. Requests for Permanent Faculty Positions and Coterminous Administrative-Faculty Positions

1. All requests for permanent faculty positions and coterminous administrative-faculty positions will be reviewed by the Faculty Position Advisory Committee. These will include requests for replacement due to resignation, retirement, death, or contract non-renewal of already existing positions as well as all requests for new additions to the faculty.
2. A proposal for a faculty position may be initiated by a department, program or a group of faculty. Requests by programs and groups of faculty may be made independently, or they may be made as joint proposals with at least one existing department. Replacement and new position proposals can be submitted in any year.
3. The FPAC will provide a recommended but not required 5-page application for new and replacement positions, with each of the four criteria listed below at the top of a separate page, and a fifth page to serve as an “anything else you want to add” section.
4. A department, program, or group of faculty must inform the FPAC by any time after Spring Break and before September 1 of its intention to submit a proposal for a faculty position. The Administration will provide self studies, outside reviews, enrollment data, and comparative college data to the FPAC and proposers by September 15. Completed proposals must be submitted to the FPAC by October 1. In the cases of contract non-renewal and other unavoidable circumstances, a proposal for replacement can be submitted as late as January 15. The FPAC will submit its recommendations to the Dean and the President by February 1. The Dean and President will then decide which positions to approve. Replacement positions will be approved that spring, but new positions can be approved at any time during the next five years. Searches for approved positions will commence no later than the academic year following their approval.
5. As soon as a department, program, or group of faculty announces to the FPAC its intention to submit a proposal, the FPAC will inform the Registrar, the Dean of the College, and all faculty of the College. The Registrar will then compile raw course and enrollment data that will be sent to the proposers as well as the FPAC. The proposal shall contain an interpretation of the data and can include additional data if necessary.
6. The FPAC should have access to the most recent self-study and outside review of an applying department or program. The Dean may omit sensitive or confidential information when it is irrelevant to the FPAC's deliberations. A copy of the redacted self-study or outside review should be sent back to the applying department or program.
7. The Administration will provide the FPAC and proposers with comparative data from comparable colleges. The Dean and the FPAC will decide on the list of colleges and the data that they want.
8. The FPAC's recommendations will be based on the proposals, on course and enrollment data from the Registrar's office, on the comparative data from comparable colleges supplied by the Administration, and on the relevant parts of recent outside reviews and departmental and program self-studies, and on the disciplinary curricular and staffing context for the proposed position within the Claremont Colleges. If proposals are unclear or incomplete, the FPAC will contact the proposers for extra information or for clarification, or ask proposers to attend a regular FPAC meeting.
9. The FPAC will evaluate each proposal on the following criteria (for more detailed descriptions see "Guidelines for Applications for Faculty Positions" below):
 - a. Curricular impact
 - b. Student demand and enrollment pressure
 - c. Current use of faculty resources
 - d. Impact on the long-range plans of the faculty
10. Based on these evaluations, FPAC faculty members will independently vote yes or no on whether *replacement* proposals are of the highest priority for the College. The Dean will excuse himself/herself when those votes take place.

11. Based on these evaluations and after discussing the relative merits of the proposals, the FPAC faculty members will independently vote yes or no on whether *new position* proposals are of the highest priority for the College. To earn the highest priority designation, a proposal has to win a majority of votes. The FPAC faculty members will then rank all active highest priority new position proposals by consensus if possible, or by a voting procedure the faculty members agree on if a consensus cannot be reached. The Dean will not be present when those votes and rankings take place. Highest priority new position proposals will remain active for five years from their submission date. Their highest priority status will remain unchanged for those five years, although they may be re-ranked as subsequent new position proposals come in and as old proposals are either filled or expire after five years.

12. The FPAC will send its recommendations to the Dean and President along with a detailed candid report that communicates the substance of FPAC discussions. The Dean and the President will then decide, based on budgetary and strategic considerations, the number, if any, of these proposals to be funded. The President and Dean shall report to the faculty on their decisions and give their reasons for those decisions. The Dean will also privately communicate to proposers the strengths and weaknesses of their proposals.

13. In the case where a position has been funded and filled, the following will apply:

- a. If the position is vacated (due to, for example, resignation, contract non-renewal, or death) within five years of the decision by the FPAC, then a new proposal will not be required, and a positive replacement recommendation will automatically be forwarded to the Dean.
- b. If the position is tenure-track and has been vacated due to contract non-renewal, then a new proposal will not be required, a positive replacement recommendation will automatically be forwarded to the Dean and President, and there will be a strong presumption that that position will automatically be replaced by the Administration.

14. Each proposing department, program, or group of faculty will receive a brief response from the FPAC that will inform the proposers of the strengths and weaknesses of their proposal and the number of votes for and against it.

15. After completing the above process, the FPAC will submit to the faculty a report summarizing their activities for the year. This report will include a list of the new and replacement position proposals that earned the highest

priority designation and the updated ranking of active highest priority new position proposals. This report will be the starting point for the next year's committee.

16. A request for replacement due to resignation, retirement, or death will be treated in the same way as a request for a new position. In the case of a contract non-renewal, only after careful deliberation and with compelling reasons would a request for replacement not be considered a high priority in the College's curricular planning.

17. Occasionally and in very special circumstances there may be proposals that must be considered outside the regular process. Examples are Target of Opportunity (TOP) hires, some positions entailed in applications for outside grants, or replacements for a faculty member who retires or resigns suddenly, or dies. The following apply only to such proposals:

- a. A department or program claiming such an emergency first sends the FPAC a preliminary proposal arguing the case for its urgency and providing a calendar showing how a hire could be accomplished. If the FPAC decides that the case is urgent, that the hiring calendar is plausible, and that it has a reasonable amount of time to deliberate, it would invite the department or program in question to prepare a *full proposal* for submission by a deadline that the FPAC would set. The FPAC would then make every effort to treat the case expediently.
- b. The FPAC's recommendation will be based on the same criteria as in the regular process. In particular, the FPAC will not make recommendations on the quality of TOP candidates. This task is the responsibility of the Faculty Personnel Committee. New and replacement positions will still be independently voted upon and new positions will still be ranked relative to active highest priority new position proposals.
- c. If an application for an outside grant makes commitments regarding future hires then

the application should first go through the FPAC's process. Only in the cases when the time-line for the grant proposal is incompatible with the time-line for the normal process will the FPAC consider such proposals outside of the usual time frame.

18. The FPAC should have as a goal moving toward a long-range planning cycle. At an appropriate moment, the FPAC is encouraged to revisit and revise its procedures in order to achieve that goal.

Guidelines for Applications for Faculty Positions

1. Each proposal should be designed to make its best case. The criteria outlined here may not be the only ones addressed in every proposal. It is crucial that the proposal be as complete as possible. Even though the committee may ask for clarifications in certain cases, it would be unrealistic to depend on future conversations with the committee for strengthening the proposal.

2. Programs or groups of faculty making independent proposals for a faculty position will be expected to address, in addition to the current FPAC guidelines, important issues such as the composition of the search committee; physical placement of a hire (with which department/s will the position be associated?); the relationship of the position to the curriculum of related departments and programs, both at Pomona and Claremont-wide; and intellectual support (how will the hire be mentored and acculturated into the College community?).

3. Both the committee and the proposers will have access to the same raw data. This data will include enrollment figures as well as information on the teaching responsibilities of the current faculty. It is up to the proposers to interpret the data and to provide the context. The existence of labs, team teaching, senior theses, independent studies, interdisciplinary and intercollegiate programs and programs/departments at the other Claremont Colleges, and the special pedagogical needs of different disciplines make it imperative that the proposers explain the data. Additional data or appropriate summaries of the raw data may be helpful.

4. The proposals should use the comparative data from comparable institutions provided by the Administration when appropriate. The material from self studies and outside reviews should be included when appropriate.

5. Departments and programs are encouraged to reconfigure old positions to meet new needs and new directions in their field. Those proposals will be considered replacement position proposals, not new position proposals.

6. The proposal should address each of the following criteria:

a. *Curricular impact*

How will the position affect the department's or program's curriculum? Will it strengthen a core part of a curriculum, or fill a gap there? What is its relevancy to the College's general educational mission? How will it affect other departments and programs at the College? How does the proposed position fit with those already existing at the College and in Claremont generally?

b. *Student demand and enrollment pressure*

What are the enrollment patterns in the proposer's department or program and how will the position affect them? How many students and how many majors will be served? What will the effect be on the number of part-time faculty, the number of closed sections, or the average class size in the department or program? The data for enrollments will come from the Registrar's office. The proposal should explain any special circumstances or anomalies.

c. *Current use of faculty resources*

What is the level of involvement of the existing faculty in the interdisciplinary programs, the freshman seminar, etc., and how will the proposed position affect such teaching? How does the mix of service courses, general education courses, courses required by the major, and electives compare with that of other departments in the College and that of departments in similar colleges? Will the position result in a more equitable distribution of faculty workload in the department and across the College? What are the teaching responsibilities of the current faculty? How are labs, senior theses, independent studies, and team-teaching counted when calculating the teaching load of the faculty?

d. *Impact on the long-range plans of the faculty*

Does the position further the goals set by the College's strategic plan? Is the position configured in a way that allows for the possibility of furthering faculty diversity? As other long-term plans are formulated, they would be added to the list to be considered here.

B. Requests for the Conversion of Programs into Departments

1. All requests for the conversion of programs into departments will be reviewed by the Faculty Position Advisory Committee.
2. A program must inform the FPAC between Spring Break and September 1 that it intends to submit a proposal. The administration will provide available self-studies, outside reviews, enrollment data, and comparative college data to the FPAC and the proposing program as soon as possible after a program declares its intent to apply.
3. Completed proposals must be submitted to the FPAC by October 1. The FPAC will submit its recommendation to the Dean and the President by April 1.
4. As soon as a program announces to the FPAC its intention to submit a proposal, the FPAC will inform the Registrar, the Dean of the College, and all faculty of the College. The Registrar will then compile raw course and enrollment data that will be sent to the proposers as well as the FPAC. The proposal shall contain an interpretation of the data and include additional data if appropriate.
5. The FPAC should have access to the most recent self-study and outside review of an applying program. The Dean may omit sensitive or confidential information when it is irrelevant to the FPAC's deliberations. A copy of the redacted self-study or outside review should be sent back to the applying program.
6. When applicable the Administration will provide the FPAC and proposers with comparative data from comparable colleges. The Dean and the FPAC will decide on the list of colleges and the data that they want.
7. Applicants should write in response to the following questions that the Curriculum Committee and faculty prepared in 2007-08 as guides for the College when it considers converting a program to a department. The questions are not prioritized nor do any of them assume a "right answer."

A. To what extent can the disciplinary area covered by the program be considered an independent field of study?

1. Has this discipline become a primary professional entity, a distinct discipline to those who study it? Are there peer-reviewed journals and conferences in the field?
2. Do graduate programs produce Ph.D.'s in this field? Is it now normal practice for graduate schools to hire only Ph.D.'s in this field to teach this discipline at R1 universities?
3. Are students interested in continuing study in this field at a graduate level and will their ability to do so be enhanced by such a conversion?

B. Is the addition of this department consistent with Pomona's institutional aims?

1. How well would the new department cohere with Pomona's liberal arts mission?
2. Does the new department complement or further stated strategic aims of the institution? Is this an area that needs strengthening in the college?
3. Are there particular circumstances that make Pomona particularly well situated to offer a strong program of study in this area?
4. What is the status of this field of study at our peer institutions?

C. What are the practical and programmatic implications of a conversion for the existing program and for related departments?

1. How do related departments view the proposal?
Can existing departments remain viable without the material and contributions from the new department?

2. How would existing disciplines and their curricula be affected and/or redefined? Will there be dependency on other departments and their course offerings?
3. How would existing faculty shift their responsibilities and would there be the need to create new faculty positions?
4. What are the implications for space, equipment, and other staffing and administrative support?
5. How will student experience be impacted? Specifically, how will general education students interact with the new department? How will the experience of majors be changed? How will majors in closely related fields of study be affected by the conversion?
6. How will conversion enable the new department to offer an improved curriculum?

D. What are the projected levels of interest and growth for the field of the newly proposed department?

1. What is the level of faculty interest and student demand? Are there trends over time that support a continued dedication to this area?
 2. Is there a dedicated group of faculty who exhibit primary identification through their research with the new discipline or field of study? Are those individuals willing to assume responsibility for and leadership of the new department?
8. Based on these considerations, members of the FPAC will discuss the application in two stages, in at least two separate meetings: the first without the Dean present, and the second with the Dean attending.
9. Having deliberated, members of FPAC will independently vote yes or no on whether to recommend that the program be converted into a department. The Dean will excuse himself/herself when this vote takes place.
10. The FPAC will send its recommendations to the Dean and President along with a detailed candid report that communicates the substance of FPAC's discussions. The Dean and the President will then decide whether to authorize the conversion of the program to a department.
11. The President and Dean shall report to the faculty on their decision telling what their reasons were for authorizing the conversion, or for not authorizing it. The Dean will also communicate privately with the applicants to tell how s/he viewed the proposal's strengths and weaknesses.
12. The applicants will receive a brief response from the FPAC that will report on how the committee viewed the strengths and weaknesses of the proposal and on the number of votes cast for and against it.

C. Reports to the Faculty

Report on Proposals for New and Replacement Positions and Coterminous Administrative-Academic Appointments

At the April faculty meeting the FPAC will submit to the faculty a report summarizing the committee's activities for the year. This report will include a list of the new and replacement position proposals that earned the highest priority designation and the updated ranking of active highest priority new position proposals. This report will be a starting point for the next year's committee.

Report on Proposals for Conversion of a Pomona College Program to a Department

At the April faculty meeting FPAC will report to the faculty its recommendations on any proposals to convert Pomona College programs to departments.

Guidelines for the FPAC

1. The FPAC will compare, in the case of each proposal, the curricular situation at Pomona College with that of other comparable institutions.
2. The FPAC will make sure that the data provided by the various proposals are comparable and that they match the numbers from the Registrar's office.
3. In evaluating the proposals, the FPAC will pay attention to the contributions of departments to interdisciplinary programs and to the equitable distribution of workload across the College.
4. The FPAC will make sure that each proposer gets adequate feedback from the committee about their proposal.
5. The FPAC will take under consideration the work done by previous FPACs and become familiar with proposals from previous years.
6. As the FPAC begins its work each year, members will review the list of proposals submitted by the faculty and bring to the committee for discussion any potential conflicts of interest.

GRADUATE TUITION AID FOR STAFF *(effective November 1, 2007)*

Pomona College offers a plan of graduate tuition aid intended to enable eligible staff to obtain a relevant post-baccalaureate degree in order to enhance job performance at the College. This plan, which is not open to employees holding a faculty appointment, covers a portion of the tuition of staff that are enrolled in relevant and pre-approved graduate programs. Such aid is restricted to graduate programs in any accredited graduate institution in the United States.

To be eligible, staff must have worked for the College continuously in a regular, benefits-based position for at least 12 months, submit a request to their immediate supervisor for endorsement of a graduate degree program, and receive approval from the Vice President to whom they report. Graduate tuition aid for eligible staff is a maximum of 50% of the graduate institution's tuition only for a half-time academic load per term. Regular, benefits-based staff working less than 100% FTE are eligible for pro-rated graduate tuition aid.

If he/she agrees with the request, the staff member's immediate supervisor will endorse the eligible employee's request and transmit it to the appropriate Vice President for review and approval. If the Vice President approves, he/she will so indicate on the request, and transmit the request to the Human Resources Office.

This plan is administered in accordance with tax law in effect during the time the employee is enrolled.

Once accepted and enrolled by the accredited institution, the staff member will inform the Human Resources Office in writing of the total number of credits/units necessary to satisfy graduation requirements.

Application for benefits under this policy must be made and approved PRIOR to the term of attendance. Once written approval is obtained, please consult the Human Resources Office, Alexander Hall 129, extension 18175.

The Human Resources Office **Functions and Services Available to Department Chairs and Program Coordinators**

Employment: recruitment; screening and interviewing; reference checking; hiring; employment procedures and legal requirements; letters of offer versus contracts; post-offer background checks and functional capacity testing

Employee Relations: 90- or 180-day initial review; annual performance evaluations; progressive discipline; complaints and grievances

Wage-and-Salary Analysis: position levels and job descriptions; salary levels and annual raises; position reclassification; annual Wage-and-Salary surveys; Wage-and-Salary Federal and State regulations

College Benefits (Mandated and Voluntary): paid time-off (vacation/personal/sick days, holidays, jury duty, bereavement leave, family-school leave); Workers Compensation leave; disability leaves; Family Medical Leave Act (FMLA), California Family Rights Act (CFRA), Paid Family Leave (PFL), etc.

Legal Compliance/Liability & Risk Management: “pro-active dialogue” and accommodations; authorized drivers program and use of College-owned vehicles; laboratory safety rules; field trip safety; overtime regulations; working on holidays; “modified” work schedules; use of “volunteers”

Miscellany: Kronos time-keeping system; attendance at Staff Forum; employee training sessions and other College-sponsored events; Rideshare program

RIDESHARE PROGRAM

The RideShare program is available to Pomona College employees who carpool to come to work. A “carpool” is defined as “a vehicle occupied by two to six people traveling together between their residences and their worksites for the majority of the total trip distance. Carpoolers who work for different employers, as well as non-employed people (e.g., children), are included within this definition as long as they are in the vehicle for the majority (51%) of the total trip distance. The Rideshare program also recognizes employees who bike/walk, take the bus/train to come to work or do just about anything other than drive to work solo.

If you are one of these employees, all you need to do is stop by the Human Resources (HR) Office and pick up your RideShare slips. Write the date(s) in the applicable section, check off what alternative form of transportation you used, print your name (legibly), sign and date it. Turn in your form(s) to the HR Office at the end of every month. If you forget to fill one out but still want to get credit for it, please remember that we can only go back one month; for example, it’s December 30 and you forgot to turn in November and October; we can only accept November. (Alternatively, you can save the attached interactive RideShare slip to your desktop and use it every month.

The slips are then tallied the first week after the month has ended and you should see the incentive in your next paycheck. The incentive is now \$2.00 each day you use an alternative form of transportation. In addition, Pomona College pays up to \$100 of your public transit costs if you take the Metrolink or the bus. The HR Office will purchase the Metrolink tickets for you but you should purchase your bus tickets and submit the receipt(s) for reimbursement.

If you have questions about the \$100-public-transit-subsidy, contact the HR office at x18175.

MOVING POLICY

Pomona College provides moving assistance for certain prospective members of the faculty and administration. “Moving” is defined as the transport of a new employee and her/his household and personal effects from point of origin to Claremont.

Who is Eligible

Moving allowances will be included in the offer of employment for nationally-recruited positions. Faculty members who are not on tenure-track but have multiple-year appointments may be eligible to receive moving allowances at the discretion of the Vice President for Academic Affairs.

Funding

The Vice President for Academic Affairs maintains an annual budget to fund all faculty moves. For administrative positions, each Vice President will be required to transfer the appropriate budget for each eligible administrator to a moving account monitored by the Director of Human Resources. Salary savings available from the vacancy being filled will normally provide the necessary funding.

Allowance Based on Distance and Size of Household

The amount of a moving allowance will be determined by the number of miles from point of origin to Claremont and the number of individuals in the household. The minimum number of miles for purposes of moving is 50 miles, in accordance with IRS guidelines. Specifically, allowances will fall under the following categories:

Size of household	500 miles	1,000 miles	2,000 miles	2,700 miles
Employee only	\$1,553	\$2,005	\$2,705	\$3,205
Employee plus one	\$2,174	\$2,817	\$3,827	\$4,547
Employee plus two or more	\$2,797	\$3,638	\$4,958	\$5,900

Accounting for Expenses

Upon request, the moving allowance may be given in advance of the move. Original receipts have to be submitted to the Staff Accountant within 30 days of the move. Unexpended portions of the moving allowance must be returned to the College during the same period of time. Qualified moving expenses incurred prior to receiving the moving allowance will be reimbursed upon presentation of original receipts.

Qualified Moving Expenses

The moving allowance is a benefit that enables a new employee to supplement a personal or family relocation budget. The College follows the moving expenses guidelines published by the IRS and recognizes only the following expenses as a non-taxable benefit:

- reasonable travel expenses (gas, oil, toll, airfare) using the shortest and most direct route available by conventional transportation
- reasonable lodging between point of origin and Claremont (excluding side trips in transit)
- personal packing
- moving van or truck

Exceptions to this policy may be made by the President of the College, recognizing that any exception will have to be fully taxable to the employee.

TEACHING SUPPORT AT POMONA COLLEGE

Through a number of different funds, the Dean's Office supports faculty and course development at the College. The grants listed below are for one-time costs associated with developing a new course, revising an existing course, or enhancing one's teaching skills. Please note that they are **not** for ongoing and regular expenses associated with a class; such expenses should be covered by departmental or program budgets instead. For more information about these funds, you can visit the Dean's Office website or contact us directly at ext. 18518.

Faculty Auditing Program

- For faculty members who want to audit a Claremont Colleges class.
- Aims to promote pedagogical and intellectual connections among our faculty.
- \$500 issued as an auditor stipend or as reimbursement for course books and materials.
- Auditor is expected to attend every class session of the course.
- To apply, first check with the instructor and then send Assistant Dean Kristin Fossum a brief note of interest.
- **Application target dates: September 19, 2011; January 23, 2012.**

Curriculum Development Grants

- To create new courses or substantially revise existing ones.
- Funds for items such as books, DVDs, software, field trips, and student assistants.
- No faculty stipends.
- Usual range: \$500-\$2,500.
- Send application, including detailed budget, to Assistant Dean Fossum for review by the Teaching & Learning Committee.
- **Deadline: April 9, 2012;** awards become effective July 1, 2012.

Teaching Innovation Grants

- Small grants (up to \$600) to enhance courses.
- Funds for items such as books, DVDs, software, and student assistants.
- Send application, including detailed budget, to Assistant Dean Fossum.
- **No deadline.**

Travel to Teaching Conferences

- For travel to conferences specifically about pedagogy and/or curriculum development.
- Normally covers registration, transportation up to \$750, and food and lodging up to \$600.
- Application form may be printed off the Web or requested from the Dean's Office.
- Send application to Assistant Dean Fossum.
- **No deadline.**
- Recipient must submit a brief report on how the conference contributed to her or his teaching effectiveness.

Hahn Fund for Innovative Teaching with Technology

- Supports innovative use of computer technology for instructional purposes.
- Usual range: Up to \$2000.
- Proposals normally require consultation with Information Technology Services (ITS).
- Send proposals to Mary McMahon, Director of Instructional Services..
- **Call for proposals is issued in late March** for projects to be undertaken in summer and/or the fall semester.

Supplemental Lecture Funds

- To help bring guest speakers to campus. This fund should be applied to only after all other resources have been tapped.
- Honoraria, speaker travel, receptions.
- Usual range: \$250 - \$500.
- Send application to Associate Dean Katherine Hagedorn.
- **No deadline.**
-

National Center for Faculty Diversity and Development

- Supports junior faculty as they adjust to being full-time tenure-track faculty members.
- Pomona College maintains an institutional membership for up to 25 junior faculty.
- Membership includes access to teleconferences, references, resources, and e-mail lists.
- Contact Associate Dean Katherine Hagedorn if you are interested in the resources of the
- National Center for Faculty Diversity and Development through Pomona's membership.
- **No deadline.**

GENERAL NOTES

- These funds are available to faculty on tenure-track or multiyear contracts. Under exceptional circumstances, applications may be considered from full-time faculty on one-year contracts.
- Supplemental Lecture Fund and National Center for Faculty Diversity and Development applications should be sent to Associate Dean Katherine Hagedorn (Alexander 221, Katherine.Hagedorn@pomona.edu), and Hahn Teaching with Technology proposals should be sent to Instructional Services Director Mary McMahon (marymcmahon@pomona.edu)
- All other applications should be sent to Assistant Dean Kristin Fossum (Alexander 219, Kristin.fossum@pomona.edu).
- Requests must be made in writing (email or hard copy) and include an itemized budget; there are no application forms except for the travel grants.
- Applicants should indicate whether they have received the same kind of grant in the recent past and if so, the purpose and the curricular result.

BUSINESS OFFICE POLICIES: TRAVEL

TRAVEL ADVANCES AND REIMBURSEMENTS

The Business Office reimburses for travel expenditures when appropriately documented with original receipts and authorized by a supervisor. The Travel Expense Report should be completed and receipts attached. Travel advances may be received by submitting a Request for Check **signed by a supervisor** responsible for the budget of the account to be charged. When travel advances are received, the Travel Expense Report must be completed within 30 days of the end of travel and submitted with receipts to the Business Office.

TRAVEL POLICIES AND PROCEDURES

Travel policies for both Faculty and Staff have been developed and are included in the following pages. Please read these carefully. The Business Office strictly adheres to IRS guidelines for reporting as taxable income any payments that are required to be treated as such.

Specifically:

Mileage reimbursement claims should include the full address of the place of origin and final destination. It is helpful to attach a printout from a site such as Mapquest documenting the appropriateness of the number of miles driven. Mileage calculations should be based on the distance traveled, either from the home or Campus, depending on where the travel originated. Pomona currently reimburses at the standard mileage rate authorized by the IRS – 55.5 cents per mile in 2011.

Reimbursed meal expenses incurred when an overnight stay is not required are considered taxable income unless accompanied by a business associate such as a potential employee, donor, recruit, or student and business is conducted at the meeting. Meals provided at a professional association meeting are excluded from this ruling.

TRAVEL AND RESEARCH FUNDING GUIDELINES DEAN'S OFFICE 2011

GIFT AND ENDOWED (RESTRICTED) DEPARTMENT ACCOUNTS

The Faculty Research Committee discussed directives pertaining to individual, faculty research and conference travel funds that are administered by various departments and involve departmental endowed and gift funds. These guidelines will apply to all departments/programs that use College funds for research or travel.

All travel and research requests must be approved **in advance** by the Chair in consultation with the supervising Associate Dean.

Travel to well-established international, national and regional research conferences, as well as research proposals that are well documented and delineated, are eligible for funding. In cases of conference travel requests, the currently established limits on travel, hotels and meals, and registration will be utilized.

Eligible expenses include the following:

- Travel by plane, train, bus, taxi, boat, donkey, camel, and automobile
- Parking and toll road charges
- Fuel or mileage (not to exceed the cost of another form of transportation i.e. driving versus flying)
- Hotel (room and taxes and breakfast, if obligatory)
- Meals (applicant only). You are welcome to pick up the tab for friends and colleagues yourself.
- Special fees for certain events that have a professional development merit (requires budget justification)
- Equipment. Please note that any equipment, including laptops, that is acquired with College monies belongs to the College.

Ineligible Expenses include the following:

- Gifts
- Home Office expenses of any kind
- Tickets to various entertainment venues (movies, concerts, plays, etc) except when the field of specialization and the budget justification supports the expense
- Excess Baggage and storage charges
- Excessive Tipping
- Accident insurance premiums

- Airline club membership fees
- Fines for speeding ticket
- Parking ticket or other penalties for violation of the law
- Clothing (unless required for specialized field work and/or safety regulations)
- Goods or services for person use
- Repairs for a personal car
- Bank charges for accessing personal funds
- Corporate charge card delinquency assessments
- Lost or stolen cash or property
- Personal grooming and medical expenses

Who You Gonna Call? Or, Who Knows What at Pomona College

The people listed below can answer many questions you may have about Pomona College. For ease of reference, they're listed under the topics that faculty ask about most frequently, followed by contact information. If you have a question about a topic not included here, please feel free to call the Dean of the College's main number, ext. 18137, and we'll try to help.

Academic dishonesty: Miriam Feldblum

Academic Procedures Committee (APC) petitions: Heather Williams (chair), Suzanne Chavez-Silverman (fall), Eric Hurley, Nivia Montenegro (spring), Miriam Feldblum, Margaret Adorno

Academic regulations: Margaret Adorno

Admissions: Seth Allen

Advising of students: Miriam Feldblum, Marcelle Holmes (for freshman and sophomore students), Daren Mooko (for juniors and seniors)

Benefits (employee): Brenda Rushforth, Sarah Verrill (CUC)

Classroom changes: Elisa Alban

Committees of the faculty: Tania Pantoja

Computers and printers for faculty: Kristin Fossum

Contracts (faculty): Tania Pantoja, Cecilia Conrad

Counseling of students (personal): Miriam Feldblum, Marcelle Holmes (for freshmen and sophomores), Daren Mooko (juniors and seniors)

Course credits, listings, registration: Margaret Adorno

Course scheduling: Elisa Alban

Course development, internal grants for: Kristin Fossum

Curricula vitae: Kristin Fossum

Curriculum: Margaret Adorno, Katherine Hagedorn, Cecilia Conrad

Department reviews (self-studies): Katherine Hagedorn

Disability Coordinator: Marcelle Holmes

Discrimination: Katherine Hagedorn

Diversity (faculty): Katherine Hagedorn, Jen Scanlon (chair), Adolfo Rumbos, Helena Wall

Faculty meetings: Dani Aurouze

Grades: Margaret Adorno

Grade changes: Kristin Fossum, registrar@pomona.eduregist

Grade disputes: Miriam Feldblum, Marcelle Holmes, Daren Mooko

Graduate fellowships: Paula Goldsmid, Kristin Fossum, or Tania Pantoja

Graduation requirements: Margaret Adorno

Harassment and discrimination: Katherine Hagedorn

Home loans: Dana Wood

Housing for faculty: Cecilia Conrad, Dana Wood

ID1 (Critical Inquiry): Dara Regaignon, Margaret Adorno

Immigration: Tania Pantoja

Information technology: Kenneth Pflueger, Mary McMahan

Insurance Claims: (e.g. theft of office equipment): Mary Lou Woods

Internships for students: Career Development Office

Leaves (sabbatical, Steele Leave Fellowship): Jonathan Wright, Sandy Fenton

Lecture funds: Katherine Hagedorn

My Pomona: Margaret Adorno (contact), Mary McMahan (desktop support)

Office space: Jonathan Wright

Recruitment of continuing-appointment faculty: Katherine Hagedorn, Cecilia Conrad

Recruitment of temporary faculty: Kristin Fossum, Cecilia Conrad, Tania Pantoja

Registrar assistance, non-urgent: registrar@pomona.edu or ext. 18147

Registration: Margaret Adorno, Elisa Alban

Research, external and internal grants for: Jonathan Wright, Sandy Fenton

Reviews of continuing-appointment faculty (tenure, contract renewal, departmental assessment, and promotion): Kristin Fossum

Reviews of temporary faculty: Tania Pantoja

Room reservations (non-classroom purposes): John Lopes

Salaries (faculty): Tania Pantoja, Cecilia Conrad

Self-Studies: See Department reviews

Student issues: Miriam Feldblum, Marcelle Holmes, Daren Mooko

Student records: Margaret Adorno

Students in academic trouble: Miriam Feldblum, Marcelle Holmes, Daren Mooko

Study Abroad: Rhoda Borcharding

Syllabi, online: Kristin Fossum

Teaching (course development, innovation, auditing), internal grants for: Kristin Fossum

Travel (research-related), internal grants for: Jonathan Wright, Sandy Fenton

Travel (teaching-related), internal grants for: Kristin Fossum

Web Portal: <http://my.pomona.edu>

Wig Distinguished Professorship Awards: Kristin Fossum

Wig Fund for Teaching: Kristin Fossum

Who Knows What at Pomona College: Contact Information

Margaret Adorno, Registrar: margaret_adorno@pomona.edu, ext. 18147

Elisa Alban, Associate Registrar: elisa.alban@pomona.edu ext. 18147

Seth Allen, Vice President and Dean of Admissions: seth.allen@pomona.edu 18733

Ellie Ash, Assistant Dir of Smith Campus Center & Student Programs: ellie_ash@pomona.edu, ext. 18610

Dani Aurouze, Administrative Assistant to the Dean: dani_aurouze@pomona.edu, ext. 18137

Rhoda Borcharding, Director of Study Abroad: rhoda_borcharding@pomona.edu, ext. 18154

Pamela Bromley, Interim Director of College Writing: dara_regaignon@pomona.edu, ext. 78032

Cecilia Conrad, Vice President for Academic Affairs and Dean of the College: ceciliaconrad@pomona.edu, ext. 18137

Miriam Feldblum, Vice President and Dean of Students: miriam.feldblum@pomona.edu, ext. 18017

Sandy Fenton, Grants Administrator: sandy_fenton@pomona.edu, ext. 18328

Kristin Fossum, Assistant Dean of the College: kristin_fossum@pomona.edu, ext. 71747

Paula Goldsmid, Director of Health Sciences: paula_goldsmid@pomona.edu, ext. 78948

Katherine Hagedorn, Associate Dean of the College: katherine_hagedorn@pomona.edu, ext 18526

Marcelle Holmes, Associate Dean of Students: marcelle.holmes@pomona.edu), ext. 72147

John Lopes, Assistant Director of Smith Campus Center and Student Programs: john_lopes@pomona.edu, ext. 18610

Mary McMahon, Director of Client Services: mary_macmahon@pomona.edu, ext. 72918

Daren Mooko, Associate Dean of Students: daren_mooko@pomona.edu, ext 18017

Tania Pantoja, Executive Assistant to the Dean: tania.pantoja@pomona.edu, ext. 72831

Kenneth Pflueger, Executive Director of Information Technology Services: Kenneth_pflueger@pomona.edu, ext. 79506

Brenda Rushforth, Assistant Vice President and Director of Human Resources: brenda_rushforth@pomona.edu, ext. 18175

Mary Lou Woods, Controller/Associate Treasurer: Marylou.woods@pomona.edu ext. 18135

Jonathan Wright, Associate Dean of the College: jonathan.wright@pomona.edu ext. 18328

Sarah Verrill, Benefits Supervisor, CUC, ext. 73195