



POMONA COLLEGE
FACULTY HANDBOOK
2011-12

Mission Statement

Throughout its history, Pomona College has educated men and women of exceptional promise. We gather students, irrespective of financial circumstances, into a small residential community that is rooted in Southern California yet global in its orientation. Through close ties among a diverse group of faculty, staff, and classmates, Pomona inspires its students to engage in the probing inquiry and creative learning that enable them to identify and address their intellectual passions. Pomona College challenges its students as the next generation of leaders, scholars, artists, and citizens to fulfill the vision of its founders: to bear their added riches in trust for all.

TABLE OF CONTENTS

Introduction	1
Chapter I. Administrative Organization of the College	
Section A. The Board of Trustees	3
Section B. The Administration	
Office of the President	5
Office of the Dean of the College	5
Student Affairs Office	6
Office of the Vice President & Dean of Admissions & Financial Aid	7
Office of the Vice President for Planning	8
Office of the Treasurer	8
Advancement.....	9
Organization Chart	10
Section C. The Claremont Colleges	
Joint Services	11
Administrators.....	12
Chapter II. The Faculty of the College	
Section A. Organization and Governance	
Membership and Authority	14
Voting Members of the Faculty	14
Faculty Meetings.....	15
The Cabinet	15
The Divisions	15
Division Chairs	15
The Departments	15
Department Chairs	16
Program Coordinators	16
Faculty Committees	17
Student Representation on Committees	21
Faculty Bylaws, Part I.....	22
Faculty Bylaws, Part II.....	23
Section B. Appointments, Promotion, and Tenure	
Definitions.....	25
Policies and Procedures.....	25
Appointments.....	25
Criteria for Reappointment, Promotion, and Tenure	26
Departmental Assessment	26
Procedures for Reappointment, Tenure, and Promotion	27
Preliminary Conference with the Dean.....	27
Responsibilities of the Candidate	27
Responsibilities of the Department.....	28
Student Evaluation of Teaching Effectiveness	28
Evaluation of Scholarly and/or Artistic Accomplishment	29
Preparation of a Departmental Letter	29
Discussion of the Departmental Report with the Candidate.....	30
Faculty Personnel Committee Review of the Candidate	30
The Role of the President	31
The Role of the Cabinet.....	31

The Role of the Board of Trustees.....	32
Review Meeting between the Candidate and the Dean	32
Normal Progress toward Tenure	32
Progress toward Promotion to Professor	33
Other Policies	33
Faculty Reviews in Small Departments.....	33
Reviews of Adjunct Professors.....	34
Pomona College Scholar in Residence	34
Visiting Artists.....	34
Short-Term Contract Faculty Evaluation Process	34
Promotion Review for Faculty Holding Coterminous Appointments	35
Yearly Schedule for Personnel Actions	35
Appendix to Chapter II, Section B	
Template for soliciting student evaluations	36
Template for letter to outside evaluators	37

Section C. College Responsibilities and Obligations

Teaching.....	38
Teaching Evaluations	38
Student Contact	38
College Committees	39
College Ceremonies	39
Semester Reports.....	39
Professional Activities Reports	39
Outside Employment.....	39
Jury Duty.....	39

Section D. Professional Development

Leaves of Absence	40
Sabbatical Leaves.....	40
Steele Fellowships.....	41
Leaves-Without-Pay.....	41
Fellowship Leaves.....	41
Personal Leaves	42
Administrative Leaves for Professional Purposes.....	42
Grants for Research and Travel	42
Outside Grants	42
College Faculty Research Grants	42
College Faculty Travel Grants	43
Student Research Assistants.....	43

Section E. Benefits and Perquisites

Insurance Benefits.....	44
Medical, Family, and Disability Leaves	44
Undergraduate Tuition Aid	44
Child Care Priority Access	45
Flexible Spending Account (FSA) Dependent Care Subsidy	45
Faculty Housing (rentals and loans)	45
Retirement.....	45
Academic Retirement Plan	45
Phased Retirement Option	46
Appendix to Chapter II, Section E: List of Benefits	47

Section F. Services and Facilities

Information Technology Services.....	50
--------------------------------------	----

Duplicating Services	51
Athletic Facilities	51
Automobile Regulations	51
Automobile Insurance Coverage.....	51
Authorized Driver Program	51
Pomona College Human Resources Office.....	52
Pomona College Business Office.....	52
Halona Lodge.....	52
Credit Union	52

Chapter III. Faculty-Student Relations

Section A. Student Relations

Advising.....	53
Letters of Recommendation	53
Field Trips.....	54

Section B. Academic Regulations

Some Important Rules and Regulations	55
Add/Drop/Pass/No Credit Grading Option	55
Prerequisites	55
Low Grade Notices	55
Late Papers	55
Incomplete Grades	55
Academic Honesty	55
Grade Records.....	56
Grade Standards	56
Disputed Grades	56
Withdrawal from a Course	56
Final Examinations.....	56
Faculty Regulation on English Language Standards	56
Requirements for Graduation	56
32 Courses.....	56
Critical Inquiry Seminar (ID1).....	56
General Education.....	56
Breadth of Study Requirements.....	56
Foreign Language Requirement	58
Physical Education Requirement.....	58
Dynamics of Difference and Power Component	58
Major Requirements.....	58
Minimum Grade Point Average	59
Academic Procedures Committee	59
Academic Discipline Board	60
Academic Standards Committee	60
Warning.....	61
Academic Probation	61
Suspension	61
Required Withdrawal	61
Appeals.....	61

Chapter IV. Policies

Academic Policies:

Academic Honesty Policy and Procedures.....	62
Policy on Disputed Grades.....	66
Policy on Closed Courses	67

Confidentiality and Privacy Policies and Guidelines:

Policy on Confidentiality and Privacy 67
Guidelines for Issues Relating to Student Privacy 68
Policy on the Amendment of Education Records 69

Accessibility Policies:

Pomona College Policy on Accessibility and Construction..... 71
Statement on College Facilities, Resources, and
Services for Students with Disabilities 72

Alcohol, Drug, and No-Smoking Policies:

Pomona College Drug-Free Workplace (Substance Abuse) Policy 73
Alcohol Policy for College-Related Functions 73
No-Smoking Policy 74

Benefits Policies:

Faculty Rental Housing Policy 75
Faculty Home Loan Policy..... 75
Family and Medical Leave Act of 1993 and
the California Family Rights Act of 1991 77
Pregnancy Disability Leave 79
Paid Parental Leave Time Policy 80
Phased Retirement Policy 81

Copyright Policies and Guidelines:

Copyright and the Claremont Colleges 81
Policy on Patents and Copyright..... 84
Policy on Copyrighted Computer Software 85
Policy on Photocopying of Copyrighted Materials..... 85

Harassment/Sexual Offense Policies:

Pomona College Harassment and Discrimination Policy and Complaint Procedure..... 86
Faculty Statement on Consensual Relationships..... 92
Discussion of Potentially Coercive Relationships Between Students, Faculty and Staff 92
Resolving Workplace-Related Problems: Open-Door Policy 93

Personnel Policies:

Policy on the Employment of Relatives..... 93
Pomona College Nondiscrimination Policy 94
Pomona College Plan for Recruiting a Diverse Faculty 94
Pomona College Dismissal Policy 96
Pomona College Faculty Grievance Policy..... 100

Research Policies:

Policy on Research Misconduct..... 103
Policy on Disclosure of Financial Conflicts of Interest in Research..... 106

Faculty Position Advisory Committee Procedures and Guidelines..... 108

Faculty Travel/Research Policy and Procedures 113

**The Claremont Colleges Policy Regarding Appropriate Use of
Campus Computing and Network Resources..... 115**

The information in this handbook is correct at the date of publication. However, Pomona College reserves the right to alter its regulations, schedules, etc., should conditions warrant such changes.

POMONA COLLEGE FACULTY HANDBOOK

2011-12

Introduction

Pomona College was founded in 1887 as "a Christian College of the New England type," although its more immediate models were Oberlin, Carleton, and Beloit--small, rather isolated, coeducational, liberal arts institutions. The history of the College is briefly traced in the Pomona College Catalog (<http://catalog.pomona.edu>); fuller histories are available in the Honnold Library and at the President's Office and include Frank Brackett, *Granite and Sagebrush*; Charles Sumner, *The Story of Pomona College*; and E. Wilson Lyon, *The History of Pomona College 1887-1969*.

Although it began in isolation--in fact, at the edge of the desert--Pomona College is now surrounded by a cluster of other colleges, including two graduate institutions. The Claremont Colleges were the vision of Pomona College's late president James A. Blaisdell, who proposed a plan for the association, which now includes Claremont Graduate University and the Claremont University Consortium (founded in 1925), Scripps College (1926), Claremont McKenna College (1947), Harvey Mudd College (1955), Pitzer College (1963), and Keck Graduate Institute (1997). Its governance is described in the Catalog, in William Clary's *The Claremont Colleges*, and in Robert Bernard's *An Unfinished Dream*.

Pomona College is an independent, coeducational institution dedicated to the pursuit of knowledge and understanding through study in the sciences, social sciences, humanities, and performing arts. Founded in 1887, the College has an enrollment of about 1,500 students and a student-faculty ratio of seven to one.

A diverse, socially supportive community, Pomona College provides faculty and students with an atmosphere stimulating to intellectual, artistic, and athletic endeavor, yet tranquil enough for the reflection and deliberation on which reason and imagination depend.

The College's academic program encompasses all major fields of the arts, humanities, natural sciences, and social sciences. Learning is encouraged through theory-building and empirical research, historical and linguistic analysis, practical experience and creative expression, critical inquiry and ethical debate. About half of Pomona's students experience study abroad worldwide, and the Oldenborg Center for Modern Languages and International Relations provides other opportunities for those interested in international language and culture.

Pomona College's liberal arts curriculum, small classes, residential campus, sports and recreational facilities, and sophisticated laboratories and studios prepare students for lives of personal fulfillment and social responsibility in a global context. Pomona graduates not only receive excellent lifelong preparation for a variety of careers, but are encouraged to develop the rational discrimination, aesthetic appreciation, compassion, and understanding that only knowledge can foster.

Clearly, a faculty member's first responsibility is to the education of the College's students, most of whom have enrolled in search of an active intellectual engagement with their instructors. The student-faculty ratio permits a high degree of collaborative learning, and a faculty member can get to know many students personally. At Pomona College responsibility for the curriculum and the quality of student life rests with the faculty.

Close interaction also characterizes the work of the faculty in teaching, research, and governance. Faculty members can expect to know all of their teaching colleagues and the members of the administration. The educational advantages of close proximity to scholars in other disciplines are manifold. In addition, the combined faculties of The Claremont Colleges provide a university-sized set of departmental colleagues.

Pomona College draws its students, faculty, and staff from around the world and across gender, class, and ethnicity. Tolerance for differing points of view and the capacity to give civil expression to one's own position are essential in sustaining the College's educational mission in an increasingly diverse environment as is the proper respect for the privacy of others, as set forth in the College's "Policy on Confidentiality and Privacy" (Chapter IV).

So it is that in all matters of educational policy and administrative procedure Pomona College adheres to the principle of academic freedom as defined by the American Association of University Professors and the Association of American Colleges in 1940:

(a) Teachers are entitled to full freedom in research and in the publication of the result, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

(c) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinion of others, and should make every effort to indicate that they are not speaking for the institution.

Academic freedom so defined is the guiding principle for much that follows in this faculty handbook; none of what follows should compromise this principle.

CHAPTER I
ADMINISTRATIVE ORGANIZATION OF THE COLLEGE
SECTION A
THE BOARD OF TRUSTEES

Pomona College is subject to the provisions of the law that apply to not-for-profit corporations. Its Board of Trustees is empowered to own and operate the College solely for educational purposes. The Charter of the College and relevant statutes grant the Trustees authority to act as fiduciaries to hold the property and assets of the College in trust, to acquire and dispose of assets, as well as the authority to award degrees, to oversee academic policies, to appoint and remove faculty members, to approve compensation, to appoint and remove officers, and to elect their successors.

There are 42 seats on the Board of Trustees. Members are elected for four-year terms. At least ten members must be alumni of the College, and the President of the College is also a member. The officers of the Board are the Chair and six Vice-Chairs. The Chair has general supervision of the affairs of the corporation, signing diplomas and certificates of degree and all of the other official documents of the College. In order of seniority, a Vice-Chair may substitute for the Chair, if necessary.

The entire Board meets four times a year. It acts to change the Bylaws, to approve the budget, to elect new members to the Board, to approve tenure of faculty members, to elect professors, to approve faculty leaves, and to appoint a new president or remove one from office. Most of the work of the Board is done by committees, including the following standing committees:

The **Executive Committee** meets on call. Headed by the Chair of the Board, it has 12-16 members, including the other trustee officers of the Board, the chairs of other trustee committees and the President of the College. This group is empowered to administer "the ordinary business of the College." It may, for instance, grant diplomas to graduates, approve non-tenure appointments to the faculty and administration, officially accept gifts and bequests to the College and deal with the relations of the College to The Claremont Colleges. Its actions are reported to, and ratified by, the Board.

The **Academic Affairs Committee** oversees the general instructional program of the College. It considers the recommendations of the President of the College for appointments and promotions of faculty members and requests for leave from faculty members, and makes recommendations to the Board. It reports to the Executive Committee, or, in cases of tenure, promotion to professor, or leave requests, to the full Board. The committee also has the duty to remain informed about the College's library holdings and the joint library facilities of The Claremont Colleges.

The **Advancement Committee** is charged with the development of financial resources for the College. It also informs the Board of the policies and programs that affect the College's public relations and alumni affairs activities.

The **Audit Committee** is responsible for assisting the Board of Trustees in fulfilling its responsibility for the safeguarding of assets and for the oversight of the quality and integrity of the accounting, reporting and internal control practices of the College, as well as other duties that may from time to time be directed by the Board.

The **Facilities and Environment Committee** considers all proposals for the development of the campus, supervises the preparation of plans for any proposed building or permanent improvement, exercises general physical and financial supervision over construction and major renovation, and inspects the College premises.

The **Finance Committee** has the authority to sell and dispose of real estate or other property held by the College in trust, or for specific use, aside from the property maintained as campus, buildings, or equipment. The committee considers the President's proposals concerning the annual budget and establishes procedures for operation under the budget as approved by the Board of Trustees. The committee also makes periodic reviews of the College's financial position and issues recommendations to the Board or the Executive Committee. It shall be consulted on any plan under consideration by any other committee that could have significant financial consequences for the College.

The **Honorary Degrees Committee** investigates fully the qualifications of candidates for the Trustees' Medal of Merit and for honorary degrees, whether nominees are proposed by members of the committee or by others, and presents such candidates to the Board of Trustees. The names of candidates for honorary degrees must first be approved by the Cabinet of the College before presentation to the Board of Trustees.

The **Investments Committee** is charged with directing the investment and reinvestment of the funds of the College. The committee advises the Board with respect to investment of endowment, trust and general funds of the College and is responsible for developing and recommending for adoption by the Board policies relating to such investments.

The **Committee on Student Affairs** serves as a vehicle for communication by students to the Board of Trustees on issues for which Board involvement is appropriate, and provides the Board of Trustees with a means for reviewing the quality of student life on campus.

The **Trusteeship Committee** presents to the Board nominations for members of the Board, for Trustees Emeriti, for officers of the Board, and for members of the standing committees other than the Trusteeship Committee, specifying the Chair and Vice Chair of each committee. The committee shall also be responsible for organizing the general functions of the Board of Trustees, overseeing the orientation and training of new members of the Board, evaluating the Board's performance, and reviewing the Bylaws from time to time.

The **Wig Fund for Teaching Committee** administers the Wig Fund, established by the late Chair of the Board R. J. Wig. The committee works in many ways to nurture the relationship between the Board and the faculty. With support from the Wig Fund, a Trustee-Faculty Retreat has been held periodically for many years. The retreats have resulted in an exchange of views between faculty members and the trustees in an informal setting. The same fund underwrites Wig Distinguished Professorship awards, sabbatical subvention fellowship grants, innovative teaching projects, and outside examiners for departments.

CHAPTER I

SECTION B THE ADMINISTRATION

The President is chosen by, and serves at the pleasure of, the Board of Trustees. In addition to the President, the Bylaws of the College designate the Vice President for Academic Affairs and Dean of the College, the Vice President and Dean of Students, the Vice President and Dean of Admissions and Financial Aid, the Registrar, the Vice President and Treasurer, and the Vice President for Advancement as officers of the College. They are nominated by the President to the Board. Other administrative officers serve at the pleasure of the President. Pomona College, as a member of The Claremont Colleges, is also served by the officers of the Claremont University Consortium (CUC).

Office of the President

The President: David W. Oxtoby

According to the Pomona College Bylaws, the President has "general oversight of the College instruction and discipline" (Section 4.3), including all salaried officers of the College and all physical property of the College, and is required to keep the Board fully informed of the entire development of the College. The President also represents the College to alumni, the community, and other constituencies to promote recognition and understanding of all aspects of Pomona College.

The Bylaws endow the faculty, "under the direction of the President," with general supervision of the curriculum (Section 5.3a). The President has authority over all faculty appointments, promotions, and decisions concerning tenure and discharge. The President recommends salaries to the Board and appoints department chairs; in consultation with the Executive Committee, the President invites faculty members to sit on committees; the President also presides at faculty meetings.

Office of the Dean of the College

Vice President for Academic Affairs and Dean of the College: Cecilia Conrad

As Vice President, the Dean of the College assumes general oversight of the College in the President's absence. The Dean is the chief officer of the College responsible for the academic program and works with the President, the Faculty Personnel Committee, the Faculty Position Advisory Committee, the Curriculum Committee, and the departments on faculty personnel matters and issues affecting the curriculum. The Dean is Secretary of the Cabinet and serves as vice chair at faculty meetings and at meetings of the Faculty Personnel Committee. The Dean represents the academic program of the College on the Board of Trustees and various intercollegiate committees, advises on fund-raising for academic programs, serves as the accreditation liaison officer, and is a member of the intercollegiate Academic Deans Committee.

Associate Deans of the College: Katherine Hagedorn and Jonathan Wright

The Associate Deans of the College assist the Dean in the supervision and development of the academic program. Associate Dean Hagedorn is the Diversity Officer, a member of the Curriculum Committee, and a non-voting staff member of the Faculty Personnel Committee. She also oversees department and program reviews (self-studies) and serves as one of the College's Grievance Officers. As a member of the Research Committee, Associate Dean Wright is responsible for helping faculty members gain support for research and travel, both from governmental and foundation sources and from College sources, which he administers. Associate Dean Wright is also a member of various other committees that are appointed as necessary to comply with federal and state guidelines governing research, including the Institutional Review Board (Human Subjects) and the Animal Care and Use Committee. Both Associate Deans, in consultation with the Dean of the College, have responsibility for academic department budget oversight. They work closely with the Advancement Office in the preparation of major grant proposals to foundations and corporations.

Assistant Dean of the College: Kristin Fossum

The Assistant Dean of the College aids the Dean in managing the faculty reappointment, tenure, and promotion process, is a non-voting staff member of the Faculty Personnel Committee, and works with the Faculty Personnel Committee, Emeriti Committee, Cabinet Agenda Committee, and Cabinet of the faculty as well as the Wig Fund for Teaching Committee of the Board of Trustees. The Assistant Dean also administers the Wig Fund for Teaching as well as the Wig Distinguished Professorship awards and, in consultation with the Dean of the College, has responsibility for department budget oversight.

Registrar: Margaret Adorno

The Registrar keeps the academic records of the College, conducts the enrollment of students each semester, and serves on the Curriculum Committee as well as the Academic Procedures, Academic Standards, and Study Abroad committees to administer the curricular regulations. Faculty members may obtain from the Registrar information about these regulations or about students' academic records and schedules. The Registrar also provides grade distribution information to faculty and departments.

Director of Pomona College Museum of Art: Kathleen Stewart Howe

The Director oversees the collections and exhibition facilities of Pomona College. The museum stages several exhibitions each year, maintains a program of special events and lectures, and publishes numerous catalogues. The Director also supervises the maintenance of the permanent art collections of Pomona College.

Director of Study Abroad: Rhoda Borcharding

The Director administers Pomona's extensive study abroad program from the Office of Study Abroad in Sumner Hall. The College's programs for study abroad are supervised by the Study Abroad Committee.

Director of Oldenborg Center: Rita Bashaw

The Director is responsible for the residential and academic programs that make this dormitory a focus for international education. Scheduled activities include visiting speakers, foreign films and plays, conferences, ethnic dinners, and a language lunch program. Staffing the program are six language residents who are native speakers of Chinese, French, German, Japanese, Russian, and Spanish.

Director of College Writing: Dara Rossman Regaignon

The Director supports writing instruction across the College by consulting with individual faculty and departments; organizing workshops and other events in conjunction with the Teaching and Learning Center; overseeing writing instruction in the College's first-year seminar, Critical Inquiry; and supervising the Writing Center and its staff of undergraduate Writing Fellows.

Director of Health Sciences: Paula L. Goldsmid

The Director counsels students interested in exploring graduate training in medicine, dentistry, and other health professions, and works collaboratively with faculty and other campus offices. The Director works closely with the faculty chair of the Health Sciences Committee, is a member of that committee, and is responsible for overseeing the entire medical school application process.

Director of Athletics: Charles Katsiaficas

The Director oversees the development and maintenance of all physical education, athletic, and recreational sports facilities, provides leadership and vision for the athletic program and Physical Education Department, represents the department on various campus committees, oversees compliance with all NCAA and SCIAC rules and regulations, and represents the department at all SCIAC and NCAA meetings.

Student Affairs Office

Vice President and Dean of Students: Miriam Feldblum

The Dean of Students is responsible for policy and budget matters in non-academic areas of student life and provides general oversight and supervision in the areas of pre-major academic advising, career development, housing, dining, student resources, support services and activities on campus, community engagement programs, and faculty residents. The Dean of Students, in cooperation with the deans of students of the other Claremont Colleges, supervises the activities of the Student Health Service, the Counseling Center, the Office of the Chaplains, the Campus Safety Department, the Office of Black Student Affairs, and the Chicano/Latino Student Affairs Office. The Dean is a member of the Academic Procedures Committee, the Faculty Personnel Committee, the Admissions/Financial Aid Committee, the Communications Committee, the Student Affairs Committee, and the Study Abroad Committee. The Dean of Students also represents the administration on the Board of Trustees' Committee on Student Affairs.

Associate Dean of Students for Student Learning and Support/Dean of Women: Marcelle Christian Holmes

The Associate Dean of Students for Student Learning and Support provides general academic advising and support for first- and second-year students (including status changes such as leaves, withdrawals, and readmissions, and working with students on academic probation). She coordinates tutoring and academic support for students, faculty advising workshops, and training for on-call staff and serves as the College's Disability Coordinator. She also supervises the Women's Union and serves as one of the College's Grievance Officers.

Associate Dean of Students for Student Development and Leadership: Daren Mooko

The Associate Dean of Students for Student Development and Leadership provides general academic advising and support for third- and fourth-year students (including status changes such as leaves, withdrawals, and readmissions, and

working with students on academic probation). He advises the all-student judiciary council (J-Board), oversees student academic and leadership prizes, and coordinates student leadership programs and orientation programs. He also supervises Director of the Asian American Resource Center Sefa Aina and Director of the Queer Resource Center Adriana di Bartolo, edits the *Student Handbook*, and serves as one of the College's Grievance Officers.

Associate Dean of Students/Dean of Campus Life: M. Ricardo (Ric) Townes

The responsibilities of the Dean of Campus Life include all areas of residential life, campus emergency planning and management, housing assignments and room changes in the residence halls, support of the faculty-in-residence program, and supervision of the student staff of resident advisors and sponsors, as well as off-campus housing. Working with the Dean of Campus Life are Senior Associate Dean Frank Bedoya, an Associate Dean/Director of Residence Life, and the campus life coordinators.

Associate Dean of Students/Director of the Campus Center and Student Programs: Chris Waugh

The Director has general responsibility for the Campus Center, including the meeting rooms, student-run store and fountain, gallery, and Sagehen café, support of the ASPC and its related activities, student activities and clubs on campus, and student transportation, and assists in other areas involving student life. Working with the Director of the Campus Center are Assistant Directors John Lopes and Ellie Ash, Program Director Susan Dietz, and Outdoor Education Center Senior Coordinator Martin Crawford.

Associate Dean of Students/Director of the Asian American Resource Center: Sefa Aina

The Director is responsible for the operation and supervision of the Asian American Resource Center (AARC), including supervision of the AARC student interns and AAMP mentors.

Director of the Career Development Office

The Director oversees programs related to many aspects of personal and career development, including supporting students' plans for work and internships as undergraduates, and preparations for work and life after Pomona College. These programs include career counseling, academic year and summer internships, employer relations, graduate and professional school advising, and job opportunities on and off campus. The Director also oversees alumni career services, a career resources library, and special events and workshops; works closely with faculty members; and is available for in-class presentations and academic department programs.

Director of Draper Center for Community Partnerships: Maria Tucker

The Director is responsible for the operation and services of the Draper Center for Community Partnerships, including the educational outreach programs, ongoing community engagement and service activities, student-run volunteer center, and programs such as Alternabreak. The Center coordinates the pre-college intensive summer program for high school students, the Pomona College Academy for Youth Success.

Office of the Vice President and Dean of Admissions and Financial Aid

Vice President and Dean of Admissions and Financial Aid: Seth Allen

The Vice President and Dean oversees the admissions and financial aid offices and is charged by the Board with the responsibility to compose a candidate pool of the most intellectually capable and academically committed college-bound students in the nation and around the world. It is the responsibility of the admissions staff to select from those candidates students who represent a rich cross-section of backgrounds, talents, experiences, and perspectives, and who offer significant prospects for achievement and leadership at the College and after their graduation. This is deemed essential to creating a lively and stimulating educational environment that will prepare graduates for life in a changing world.

In recruiting and selecting students and generating a strong presence for the College among high school students, the Vice President and Dean is assisted by Senior Associate Dean of Admissions Art Rodriguez; Associate Deans of Admissions David Brunk and Tamina Mencin; Senior Assistant Dean of Admissions Joel Hart; Assistant Deans of Admissions Malisha Richardson, Will Torres and Conor O'Rourke; and Admissions Officers Samantha Jones and Jonathan Peterson. In selection of the entering class, the Vice President and Dean is also assisted by the faculty-student Admissions/Financial Aid Committee.

Director of Financial Aid: Mary Booker

The Director of Financial Aid oversees the distribution of the College's student aid funds in addition to awarding and coordinating federal, state, and private financial aid monies. A non-voting member of the Admissions/Financial Aid Committee when issues relating to admissions are discussed, the Director of Financial Aid presides and votes when issues relating to financial aid are discussed.

Office of the Vice President for Planning

Vice President for Planning: Richard A. Fass

The Vice President for Planning designs and conducts long-range planning programs for the College and oversees the operations of Information Technology Services and the Office of Institutional Research.

Executive Director of Information Technology Services/Chief Information Officer: Kenneth Pflueger

The Executive Director is responsible for all aspects of computing in support of curriculum, research, audiovisual, and administrative services, overseeing all network, laboratory, classroom, and desktop resources, and generally supervising computer operations and advanced software development. The Executive Director is also responsible for the Duplicating Services office. He is assisted by Andrew Crawford, Director of Information Services, who manages institution-wide administrative information services, guides the use of IT assets to strengthen the efficiencies and effectiveness of campus administrative services, and leads the implementation, maintenance, upgrade, support and integration of central campus information systems; by Mary McMahon, Director of Instructional Services, who is responsible for coordinating faculty and instructional staff campus-wide efforts in support of technologies in the teaching and learning environment of the College and, where appropriate, in support of faculty research; by Julie Journitz, Director of Client Services, who supervises and coordinates the work of the Client Services Group, including the College's Help Desk, Desktop Support, Computer Lab Services and Student Services, to provide technology support to students, faculty and staff for desktop computing; by Joe Brennan, Director of Media and Classroom Services, who manages the support and design of audiovisual and classroom technology and offers audiovisual presentation, sound reinforcement, videoconferencing, and digital signage support services; and by Anthony Nguyen, Director of Network Services, who is responsible for managing and developing the operations of the College's data network and Internet connectivity.

Director of Institutional Research: Jennifer Rachford

The Director of Institutional Research conducts research to support planning and decision-making processes across campus. This work involves coordinating the compilation and dissemination of data for both internal and external reporting purposes, developing studies to enhance understanding of institutional priorities and trends, and serving as an advisor to individuals and offices with questions related to data, assessment and research methods.

Office of the Treasurer

Vice President and Treasurer: Karen Sisson

The Vice President and Treasurer, as chief financial officer, is responsible for financial management and planning at the College. Duties include the supervision of the preparation of the annual budget, the monitoring of expenses during the year, oversight and monitoring of College investments, the coordination of the College's long-term financial plan, and the College's capital budget. The Treasurer also supervises non-academic departments such as the Pomona College Business Office, Facilities and Campus Services, Human Resources and Administrative Services, Real Property, and Dining Services. While Pomona College operates its own Business Office, certain of the College's business functions are performed at CUC. The Vice President and Treasurer is the principal liaison between the College and the Consortium for business matters.

Assistant Vice President, Human Resources: Brenda Rushforth

The Assistant Vice President is responsible for the administration of personnel policies and procedures, employment, benefits, pension, compensation, job descriptions, developing staff enrichment programs, and providing policy recommendations and advice to College administrators and staff. This position is also responsible for the Summer Recreation Program for children of faculty and staff.

Director of Real Property and Assistant Treasurer: Dana Wood

The responsibilities of the Director include the management of Pomona College real property and its transactions. This office also supervises faculty rentals and the faculty mortgage loan program.

Assistant Vice President and Controller: Mary Lou Woods

The Assistant Vice President and Controller has responsibility for all financial functions of the College. These functions include budget, payroll, accounts payable and accounts receivable (including student accounts), grants administration, loan programs, general ledger accounting, and investments accounting, as well as governmental reporting.

Assistant Vice President and Director of Facilities and Campus Services: Robert Robinson

The Assistant Vice President and Director is responsible for facilities management, planning and project management, housekeeping, grounds, dining services, mail services, conference services, and emergency preparedness and

management. The Assistant Vice President and Director should be contacted regarding building repairs and capital equipment requirements.

General Manager of Pomona College Dining Services: Glenn Graziano

The Manager heads the operation of the Pomona College Dining Services for all Pomona College dining facilities. The Manager should be contacted at ext. 79280 for special services. Contact Brandon Ramsey at ext. 79280 for field trip pack-out food.

Advancement

Vice President for Advancement: Christopher Ponce

The Vice President for Advancement is responsible for the general financial development of the College. The staff in Alumni Relations, Communications, and the College's development programs are coordinated to maximize outreach to Pomona alumni, parents and friends in order to encourage communication regarding College issues and to enhance annual, capital, and endowment support of Pomona's academic mission.

Assistant Vice President for Advancement: Susan Dollar

Oversees Advancement Services, Foundation and Corporate Relations, Donor Relations, Alumni Relations and Parent Relations. Assists the Vice President and Directors with strategic and campaign planning, goal setting, programmatic implementation and monitoring of results.

Director of Advancement Services: Nadine Francis

Supervises alumni records, gift receiving and recording for the College, manages information systems and serves as technology liaison for Advancement.

Director of Foundation and Corporate Relations: Martina Ebert

Responsible for fundraising efforts with foundations and corporations, particularly with regard to the development of major grant proposals for institutional programs.

Director of Donor Relations: Donald Pattison

Coordinates reporting to and communicating with the major donors that support the College and oversees the management of Pomona's memorial funds. Helps plan and manage development and presidential events.

Director of Alumni Relations: Nancy Treser-Osgood '80

Alumni Relations builds and maintains relations between alumni and the College through a variety of regional and campus-based programs, including Alumni Weekend. Faculty members are regularly invited to participate in Alumni Relations activities and events.

Director of Parent Relations: Lucia Miltenberger

Responsible for a comprehensive Parent Relations program. Priorities include securing high-end annual and major gifts from Pomona parents; improving and expanding on- and off-campus parent events and volunteer opportunities; and expanding Pomona's parent communications.

Assistant Vice President for Advancement: John Norton

Oversees Major Gifts, Annual Giving, and Prospect Research and Management. Also raises major (\$100,000 or greater) outright gifts to the College. Assists the Vice President with strategic and campaign planning.

Director of Annual Giving: Craig Arteaga-Johnson '96

Annual Giving staff secure expendable gifts from alumni, parents and friends that provide direct support for operating budget needs such as need-based scholarships.

Director of Prospect Research and Management: Jeff Watson '87

Responsible for supporting the College's fundraising efforts by identifying new sources of support, managing donor-related data, and helping to develop strategies for involving potential donors.

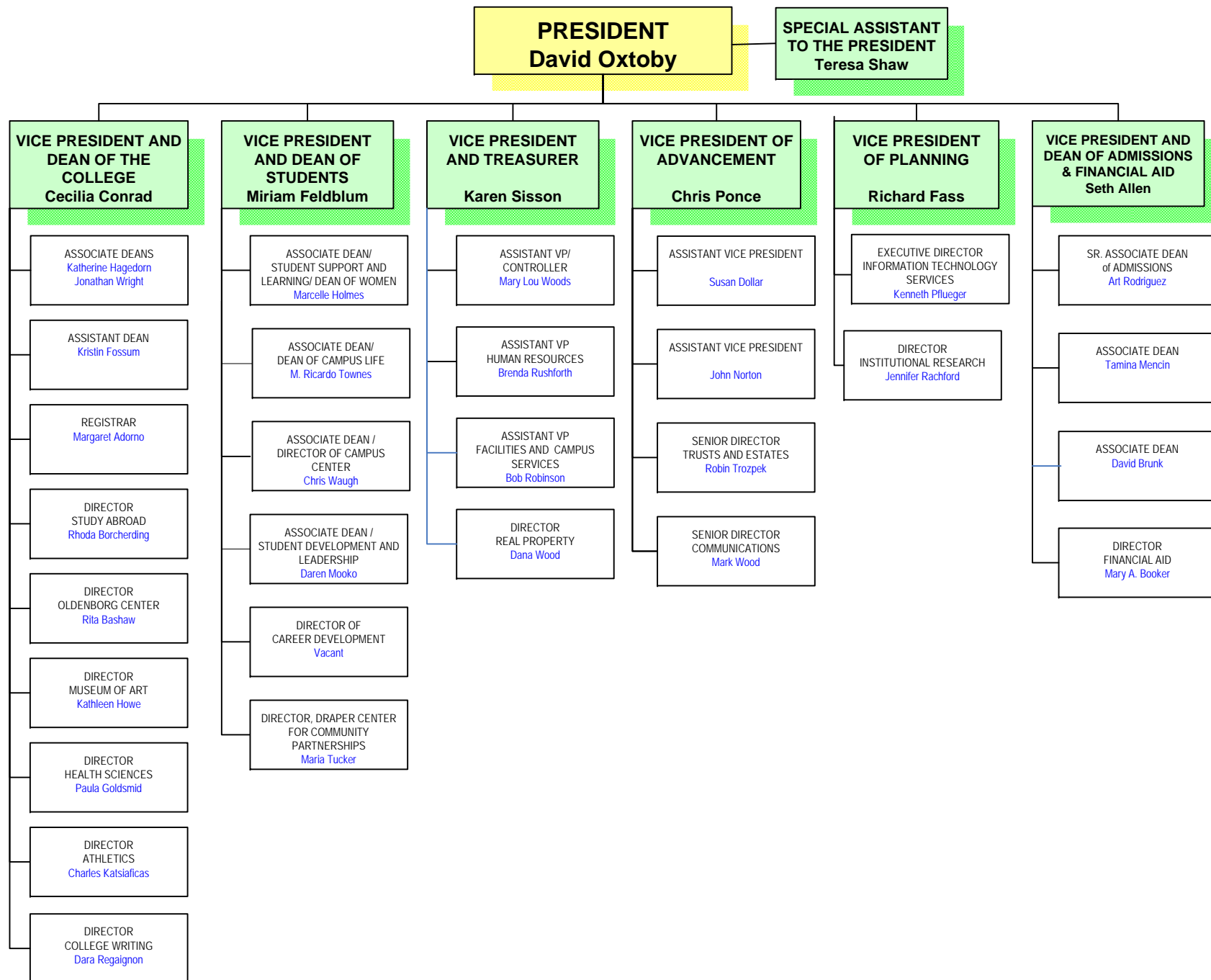
Senior Director of Communication: Mark Wood

Responsible for communicating information about the intellectual and academic life of the College to several publics, including trustees, faculty, staff, students, parents, alumni, friends, off-campus communities, and the media. This is done through a media relations program, the official College Website, the production of official publications (including Pomona College Magazine, the catalog, admissions material, etc.), and general publicity about public events, appointments, promotions, academic honors, and issues affecting the curriculum.

Senior Director of Trusts and Estates: Robin Trozpek

Staff in Trusts and Estates attract deferred gifts through annuity and trust agreements and bequests. Pomona College has been nationally recognized as a pioneer in these programs for over sixty years.

POMONA COLLEGE ORGANIZATION CHART / JULY 2011



CHAPTER I

SECTION C THE CLAREMONT COLLEGES

The Claremont Colleges have a constitution (available in the President's Office) that explains their inter-relationships. Each institution operates independently in fund raising, hiring staff, selecting students, devising curricula, and awarding degrees. However, all seven share certain facilities and work together toward recognized goals.

From a student's point of view, a major advantage of The Claremont Colleges is the opportunity to take courses in any of the other colleges. There are certain restrictions on this "cross-enrollment," but most Pomona College faculty members have a few students from the other colleges in their courses and some, especially those in cooperative programs or curricular areas offered only at Pomona, may have considerable cross-enrollment.

From a faculty member's point of view, one advantage of the cluster is the increased number of colleagues in the various disciplines. Cooperation among departments in the constituent colleges covers a wide range: intercollegiate departments include Africana Studies, Asian American Studies, and Chicano/a-Latino/a Studies; intercollegiate programs include Asian Studies, German Studies, Media Studies, and Science, Technology, and Society; cooperative/coordinated programs or departments between Pomona College and at least one other Claremont college include American Studies, Art History, Classics, Computer Science, Gender and Women's Studies, Linguistics and Cognitive Science, and Religious Studies. The Mathematics Department and the Philosophy Department cooperate with the other Claremont colleges in scheduling courses; the departments of Asian Languages and Literatures, German and Russian, and Romance Languages and Literatures are working to develop coordination; and other departments operate entirely independently. The academic disciplines in Claremont have "field committees," some of which work to minimize duplication of courses among the different institutions and to ensure that the needs of each field in Claremont are reflected in the appointments at the Colleges.

From an advisor's point of view, there are academic regulations concerning cross-enrollment with which to be familiar: First-year students are expected to cross-enroll in only one course per semester. Sophomores, juniors, and seniors may cross-enroll for 40% of their overall program. Exceptions are approved by the student's advisor. A Pomona student may cross-enroll for any particular course for which he or she has the advisor's permission, so the advisor has considerable influence on which courses a student takes away from Pomona.

Administratively, the college presidents form the Council of The Claremont Colleges; the deans of faculty form an Academic Deans Committee; and the deans of students collaborate in the Student Deans Committee. The colleges' registrars also participate in an intercollegiate council. The chairs of these committees revolve regularly among the members.

Pomona College faculty members may be invited to teach at Claremont Graduate University in fields where graduate degrees are given (as listed in the catalog of Claremont Graduate University). In exchange for graduate courses offered by faculty members of Pomona College and the other Claremont colleges, the regular Claremont Graduate University faculty offers a number of undergraduate courses to all the colleges. In addition, a limited number of exchanges are arranged between Claremont Graduate University and some of the colleges on a reciprocal basis.

Joint Services of The Claremont Colleges

Although each of the Claremont colleges is independent and has its own faculty, students, buildings, and curricula, certain joint services are shared among them. These include but are not limited to the Student Health Services, Monsour Counseling and Psychological Services, Campus Safety, Chaplains, Black Student Affairs, Chicano/Latino Student Affairs, Robert J. Bernard Biological Field Station, and the following joint operations of Claremont University Consortium, the central coordinating and service entity of The Claremont Colleges.

The Huntley Bookstore of The Claremont Colleges is located at 175 East Eighth Street, on the corner of Eighth and Dartmouth Avenue. Book orders can be placed online anytime at www.claremont.bkstr.com or emailed to huntleytextbooks@cuc.claremont.edu. When logging on for the first time, your password will be 994 (or 0994). Huntley Bookstore offers faculty discounts on computers, software, supplies, general books and more.

CUC Enterprise Services is comprised of the Claremont Card Office, CUC Copying Services, Honnold Café, Central Mail Services and Food Service Contract Administration. These services are located on the first floor, south wing of the Honnold Library.

Most of the resources and services of The Claremont Colleges Library can be found in Honnold/Mudd Library, located at Eighth Street and Dartmouth Avenue. The Library offers a variety of spaces for reading, research, and study, and a few faculty study carrels are available. Additional materials housed off-site at the CUC Records Center, located at 2038 W. 11th Street in Upland, can be requested for delivery or browsed on site.

Librarians work with faculty to support their teaching and research and to develop the Library's collections. The Library's resources include more than two million volumes; access to articles in over 60,000 journals; hundreds of databases providing ready access to a variety of bibliographic, full-text, and multimedia information; and media such as DVDs and CDs. The Claremont Colleges Digital Library provides access to a growing number of digital collections from The Colleges as well as from the Library's Special Collections. Scholarship@Claremont is an open-access repository of faculty and student scholarship. All of the Library's resources and, through agreement, those of the libraries of the Rancho Santa Ana Botanic Garden and the Claremont School of Theology are available to Pomona College faculty members. Materials not available in the Library may be requested through networks such as LINK+ and the ILLiad interlibrary loan service.

Librarians and staff offer assistance in person, via email, and by Instant Messaging. One of the major functions of the Library is providing research support for students, teaching them how to find, evaluate and use information effectively. Research instruction for classes and other groups, as well as individual appointments for instruction and research assistance, may be scheduled in the library or on campus. Classes in Honnold/Mudd Library are usually held in the Keck Learning Room or Keck 2, the Library's hands-on classrooms.

Materials for specific courses, both library materials and professors' personal copies, may be placed on reserve for students at the Honnold/Mudd Services Desk.

Benefits Administration in the CUC Administrative Campus Center at 101 S. Mills Avenue administers employee benefits (retirement, life, health, dental, etc.), as well as disability and workers' compensation programs for all seven colleges.

Administrators

The administrators listed below serve Pomona College and the other Claremont colleges.

Chief Executive Officer: Robert A. Walton

The Chief Executive Officer of the Claremont University Consortium (CUC) serves as the group's chief officer in the management of a variety of activities conducted jointly by the Colleges and is also responsible for coordinating and directing the joint services of the Colleges.

Vice President for Student Affairs: Denise Hayes

The Vice President assists the CEO by managing student-related consortial responsibilities and is a member of the Student Deans Committee.

Vice President/Treasurer/Director of Financial Services: Kenneth L. Pifer

The Vice President/Treasurer/Director of Financial Services assists the CEO by managing financial and benefits-related consortial functions, is a member of the Business and Financial Affairs Committee, and chairs the Retirement Plans Committee.

Vice President for Facilities Management and Planning: Timothy Morrison

The Vice President for Facilities Management and Planning assists the CEO by managing central facilities services, land planning, and construction projects.

Director of Benefits Administration: Robert Bloomer

The Director of Benefits Administration oversees the retirement and employee benefit plans for all employees of The Claremont Colleges.

Dean of Students, Black Student Affairs: Hughes Suffren

The Black Studies Center, from which Black Student Affairs developed, was established in 1968 in response to a proposal submitted to the Council of Presidents by black students at Claremont, who at that time numbered fewer than 25. In 1979, the functions of the Center were separated into the Intercollegiate Department of Black Studies (now the Intercollegiate Department of Africana Studies, or IDAS) and the Office of Black Student Affairs (OBSA). IDAS offers courses and special seminars about black history and culture. Staff members of the OBSA participate in many of The Claremont Colleges' committees to represent the interest of black students, and Black Student Affairs assists the colleges' admissions offices in recruitment efforts. Besides providing tutoring, counseling, advising, and other services, the OBSA sponsors programs and activities for the college community as a whole.

Director, Campus Safety: Shahram Ariane

Officers are on duty around the clock to oversee the protection of personnel and property at The Claremont Colleges. Campus Safety issues parking permits and enforces campus parking regulations. Campus Safety is the first responder in emergencies as well.

Chaplains: Rabbi Daveen Litwin, Protestant Chaplain (vacant), Father Joseph Fenton

Three chaplains coordinate the religious activities of the campuses with the help of the Student Deans' Committee. While the chaplains, listed above, respectively represent the Jewish, Protestant, and Catholic faiths, this is an interfaith program that welcomes all religious beliefs. It is based in the McAlister Center.

Dean of Students, Chicano/Latino Student Affairs: Maria A. Torres

Founded in 1969, Chicano/Latino Student Affairs (CLSA) seeks to support Chicano and Latino students at The Claremont Colleges by offering a wide range of personal, cultural and community-building services, including advising, monthly lunches, and mentoring. A monthly newsletter informs students about issues, activities, and fellowship/internship opportunities. Social events sponsored by the Center promote personal growth and cultural awareness throughout The Claremont Colleges. The Intercollegiate Department of Chicano/a-Latino/a Studies offers courses to students at the Colleges.

Director, Student Health Services: Jennie Ho, MD

Located on the first floor of the Tranquada Student Services Center at the corner of Dartmouth and College Way, Student Health Services is committed to promoting the physical health and wellness of students at The Claremont Colleges. Its team of doctors, nurse practitioners, and medical support staff provides urgent care including laboratory and basic imaging, pharmacy, and immunizations.

Director, Monsour Counseling and Psychological Services: Gary DeGroot

Monsour Counseling and Psychological Services is committed to promoting the psychological wellness of students at The Claremont Colleges. Its team of psychologists, psychiatrists, and post-doctoral and intern therapists offers support for a range of psychological issues in a safe and confidential environment. The facility is located on the first floor of the Tranquada Student Services Center at the corner of Dartmouth and College Way.

Director of the Library: John McDonald

The Director supervises the activities of The Claremont Colleges Library, with holdings of more than 2.5 million volumes, journal subscriptions, and media.

Telephone Services: Danny Gmeiner

Located at 330 East Eighth Street, Telephone Services runs the phone system for The Claremont Colleges and maintains the telecommunication infrastructure.

Enterprise Services: Chris Martin

CUC Enterprise Services is composed of the Claremont Card Office, CUC Copying Services, Honnold Café, Central Mail Services and Food Service Contract Administration. These services are located on the first floor, south wing of the Honnold Library.

CHAPTER II THE FACULTY OF THE COLLEGE

SECTION A ORGANIZATION AND GOVERNANCE

Membership and Authority

The faculty of Pomona College comprises the President, the Dean of the College and the Dean of Students, all regular members of the teaching staff, and other academic officers appointed by the Board of Trustees. The faculty has authority over the curriculum and academic program of the College according to the College Bylaws: "The faculty, under the direction of the President of the College, shall determine, subject to revision and approval by the Board of Trustees, the courses of study, the times and modes of examination and the general method of instruction and discipline." The President delegates authority to the faculty over the social and residential life of the students. The faculty recommends the granting of degrees to the Board of Trustees.

Voting Members of the Faculty (1 = fall leave; 2 = spring leave; 3 = year leave)

Jack Abecassis	Judson Emerick ³	Alfred Kwok	Linda Reinen
Margaret Adorno	Pierre Englebert	Jade Star Lackey ¹	J. Kirkland Reynolds
Mark Allen ²	Stephen Erickson ²	Thomas Leabhart	Hans J. Rindisbacher
Tahir Andrabi	Richard Fass	Ann Lebedeff	Joti Rockwell ¹
David Arase ³	Miriam Feldblum	Genevieve Lee	Alexander Rodriguez
Jay Atlas ³	JoAnne Ferguson	Sidney Lemelle	Colleen Rosenfeld
Lisa Auerbach	Kathleen Fitzpatrick ³	Jonathan Lethem	Larissa Rudova
Allan Barr ³	Thomas Flaherty ¹	Rachel Levin	Adolfo Rumbos
Rita Bashaw	Erica Flapan	Richard Lewis	Erin Runions
Colin Beck	Peter Flueckiger	James Likens	Ghassan Sarkis ²
David Becker ¹	Lorn Foster	Eric Lindholm ²	Matthew Sazinsky ¹
Lisa Beckett	Gene Fowler	Sherry Linnell	Jennifer Scanlon
Graydon Beeks ²	Jennifer Friedlander ³	Fernando Lozano ¹	John Seery ³
Betty Bernhard	Robert Gaines	Joyce Lu	Cynthia Selassie ³
Ralph Bolton ¹	Stephan Garcia	Gwendolyn Lytle	Lenny Seligman
Jessica Borelli ¹	Roberto Garza-López	Pardis Mahdavi	Shahriar Shahriari
Tony Boston	Dru Gladney ¹	Paul Mann	Anthony Shay
Pamela Bromley	George Gorse	Stephen Marks	Victor Silverman
Eleanor Brown	Sharon Goto ¹	Alma Martinez	Slavi Slavov ³
Kim Bruce	J. P. Gowdy	Daniel Martínez ²	Patricia Smiley ²
Everett Bull	Sandy Grabiner	Jonathan Matsui	Darryl Smith
J. Raymond Buriel ²	Hillary Gravendyk	Richard Mawhorter	Gary Smith
Deborah Burke ²	Michael Green ³	April Mayes	Sara Owsley Sood ¹
Paul Cahill ³	Fred Grieman	Richard McKirahan	Michael Steinberger
Laurie Cameron ¹	Jill Grigsby	Susan McWilliams	Tomás Summers Sandoval
Roger Caron	Eric Grosfils	David Menefee-Libey	William Swartz
José Cartagena-Calderón	Katherine Hagedorn	Char Miller	Kazumi Takahashi
André Cavalcanti	Jonathan Hall	Catalin Mitescu ²	David Tanenbaum
Frances Chandler	Frances Hanzawa	Lynne Miyake	Julie Tannenbaum
Suzanne Chavez-Silverman ²	Johanna Hardin ³	Nivia Montenegro ¹	Charles Taylor
Tzu-Yi Chen	Jesse Harris ¹	Thomas Moore ²	James Taylor
Clarissa Cheney	Richard Hazlett	Sandeep Mukherjee	Mercedes Teixido
Eileen Cheng	Amanda Hollis-Brusky	Maria Cristina Negritto	Bruce Telzer ¹
Angelina Chin ³	Marcelle Holmes	Zhiru Ng	Hung Cam Thai
Ludwig Chincarini	Laura L. Mays Hoopes	Gilda Ochoa ²	Peter Thielke
Christopher Chinn	Arthur Horowitz	Daniel O'Leary	Lynn Thomas
Philip Choi	Sharon Hou	Michael O'Malley ¹	Valorie Thomas ¹
Mary Coffey	Kathleen Stewart Howe	David Oxtoby	Suzanne Thompson
Kathleen Connell	Glenn Hueckel	Karen Parfitt	Miguel Tinker Salas
Cecilia Conrad	Eric Hurley	Mary Paster	Kyla Tompkins
Valerie Cowan	Phyllis Jackson ¹	Adam Pearson	Friederike v. Schwerin-High
Alfred W. Cramer	Malkiat Johal	Bryan Penprase	Helena Wall
Edward J. Crane	Karl Johnson	Frank Pericolosi	Margaret Waller
Elizabeth Crighton	Kirk Jones	Laura Perini	Nicole Weekes
Bowman Cutter ²	Gizem Karaali	Jennifer Perry ²	Dwight Whitaker
Grace Davila-Lopez	Nina Karnovsky	William Peterson	Heather Williams
N. Ann Davis	Zayn Kassam	Kenneth Pflueger	Kenneth Wolf
Pierangelo De Pace	Gary Kates	Sheila Pinkel ¹	Robert Woods ²
Vin de Silva	Charles Katsiaficas	Frances Pohl	Richard Worthington
Kevin Dettmar ²	Benjamin Keim	Virginie Pouzet-Duzer ³	Jonathan Wright
Michael Diercks	Arash Khazeni	Leonard Pronko	Jianhsin Wu
Donna Di Grazia	Jonathan King	Ami Radunskaya	Samuel Yamashita
David Divita	Konstantine Klioutchkine	Sarah Raff	Alma Zook ¹
Anne Dwyer	Michael Kuehlwein	Claudia Rankine	
Oona Eisenstadt	Peter Kung	Lynn Rapaport ¹	
Richard Elderkin ²	Aaron Kunin	Arden Reed	
David Elliott	Kyoko Kurita	Dara Regaignon ³	

Faculty Meetings

Under provision of the Faculty Bylaws (which are included at the end of this section), the faculty holds frequent and stated meetings to consider and determine questions pertaining to the order and interests of the College. All members of the faculty are expected to attend these meetings; certain members of the staff are invited, some of whom may speak to certain issues without prior arrangement with the presiding officer. The meetings are usually open to students. The faculty has resolved that incumbent ASPC officers, commissioners, or senators chosen by the ASPC Senate may speak at faculty meetings and student members of faculty committees may speak on issues originating from the committee on which they serve. The President, or in his absence the Vice President for Academic Affairs and Dean of the College, is presiding officer.

The Faculty Bylaws include statements on voting rights, quorum, elections, and agenda at faculty meetings. Several provisions are noteworthy. The agenda and principal motions, whether originating from committees or individuals, must be circulated 48 hours in advance of any meeting; this regulation can be waived only if fewer than ten voting members object. Also, the Chair can declare the vote on any decision null if the prevailing side numbers less than a majority of the voting faculty and a plurality of less than ten votes.

Any vote at a faculty meeting conducted by ballot shall be by paper ballot.

The Cabinet

The Cabinet consists of the President, the Dean of the College, the Dean of Students, all members of the faculty at the rank of full professor who have been associated with the College for at least one year, and members of the Faculty Personnel Committee who are not otherwise members of the Cabinet. Its chief responsibility is to advise and consent on all appointments, promotions, and tenure decisions. Such actions must first be proposed by the President, who has the authority to make initial appointments of up to five years. Once acted upon, recommendations for reappointment, promotion, and tenure are forwarded to the Academic Affairs Committee of the Board of Trustees. The Cabinet also votes to approve the granting of honorary degrees by the College. Upon occasion, the Cabinet meets with the President to consider general questions of College policy. To plan such meetings and to request additional meetings, it elects an Agenda Committee, consisting of five Cabinet members holding staggered three-year terms.

The Divisions

The departments of the College are grouped into three divisions as follows: **Division I** (Humanities): Art & Art History, Asian Languages & Literatures, Classics, English, German & Russian, Linguistics & Cognitive Science, Media Studies, Music, Philosophy, Religious Studies, Romance Languages & Literatures, and Theater & Dance; **Division II** (Natural Sciences): Biology, Chemistry, Computer Science, Geology, Mathematics, Neuroscience, Physics & Astronomy, and Psychology; **Division III** (Social Sciences): Anthropology, Economics, History, Physical Education, Politics, and Sociology.

Each division elects its chair, who serves a two-year term as one of the division's representatives on the Executive Committee, the second division representative being elected in accordance with the procedure described under Executive Committee of the Faculty, below. The term is normally for two years but may be of a shorter duration in cases where the member of the Executive Committee is serving a term of less than two years. In the years when a divisional representative is to be elected by the faculty to the Faculty Personnel Committee or the Executive Committee, the divisions nominate candidates for each office. Other activities of the divisions depend upon the general needs and desires of its members.

Division Chairs

Division I (Humanities)	Eric Lindholm
Division II (Natural Sciences)	Kim Bruce
Division III (Social Sciences)	Michael Steinberger

The Departments

Departmental chairs are appointed by the President for renewable three-year terms. Chairs normally receive additional compensation for their duties. On behalf of their departments, the chairs make recommendations to the President for appointments, promotions and tenure. They represent the departments in submitting proposals for changes in courses or major requirements to the Dean's Office. Department chairs are also responsible for counseling junior members of their departments, for arranging the sabbatical schedule of department members, for

following diversity guidelines in the conduct of searches for new faculty members, and for supervising and evaluating academic support staff. The annual Handbook for Department Chairs and Program Coordinators provides information and guidelines for the chairs.

The chairs, in addition to the responsibilities of leadership of their departments, submit a proposed budget for the department and write a detailed annual report to the Dean of the College. Office space allocated by the College is assigned by department chairs.

Program coordinators are appointed by the President for renewable three-year terms. Program coordinators normally receive additional compensation for their duties. Each program will establish its own procedures for identifying faculty affiliated with the program. The coordinator will appoint three to six members of a steering committee, chaired by the coordinator. The members of the steering committee must be tenure-track, coterminous, or adjunct members of the faculty.

Department Chairs

Africana Studies	Sheila Walker (Scripps)
Anthropology	Jennifer Perry (fall), Pardis Mahdavi (spring)
Art & Art History	George Gorse
Associate Chair, Studio Art	Mercedes Teixido
Asian American Studies	Kathleen Yep (Pitzer)
Asian Languages & Literatures	Kyoko Kurita
Biology	Len Seligman
Chemistry	Daniel O’Leary
Chicano/a – Latino/a Studies	Gilda Ochoa (fall), Maria Soldatenko (Pitzer, spring)
Classics	Richard McKirahan
Computer Science	Tzu-Yi Chen
Economics	Stephen Marks
English	Kevin Dettmar (fall), Sarah Raff (spring)
Geology	Robert Gaines
German and Russian	Larissa Rudova
History	Victor Silverman
Linguistics & Cognitive Science	Deborah 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 & Dance	Arthur 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
Program in Public Policy Analysis	Richard Worthington
Science, Technology & Society	Richard Worthington

Faculty Committees

In accordance with the Faculty Bylaws, the faculty has established a number of standing committees. By vote of the faculty, establishment and appointment of members to ad hoc committees must be approved by the Executive Committee. With the exceptions of the Cabinet Agenda Committee, the Executive Committee, the Faculty Personnel Committee, the Faculty Position Advisory Committee, and the Faculty Grievance Committee (most of whose members are elected), the members of faculty committees are normally invited to serve for one-year terms by the President on the recommendation of the Executive Committee. The faculty usually does not act on issues without the recommendation of the relevant faculty committee. Administrators holding courtesy appointments as faculty members may not be elected to faculty committees. The committee roster is published annually on the College's web page.

Academic Procedures Committee

The Academic Procedures Committee is a standing committee of the faculty composed of three faculty members, one from each Division; the Registrar; a faculty member of the Dean of Students' staff; and two students chosen by the student government. Responsibilities include: a) evaluating academic regulations of the College and recommending changes to the faculty; b) recommending commencement honors to the faculty; c) ruling on student petitions for exceptions to the rules in effect; and d) ruling on student petitions to enroll for more than eight semesters. An extensive description of this committee's functions appears in Chapter III, Section B, under "Academic Regulations" (adopted by the faculty 3/1/1985).

Academic Discipline Board

Students or instructors may refer issues pertaining to academic honesty to the Academic Discipline Board. The Board consists of eight faculty members, including the three members of the Academic Procedures Committee and the five members of the Faculty Grievance Committee, and seven students. Four faculty members and three student members of the Board are chosen randomly to constitute a panel for each hearing. This selection is made by the Board chair, who is the chair of the Academic Standards Committee; the chair must be a tenured member of the faculty. Each instance of plagiarism or cheating must be reported to the Dean of Students since a student's second offense, in whatever class it occurs, is automatically referred to the Academic Discipline Board. A full description of this Board's function appears in Chapter III, Section B, under "Academic Regulations."

Academic Standards Committee

The Academic Standards Committee consists of the three faculty members of the Academic Procedures Committee, the Dean of Students, the Associate Dean of Students, the Registrar, the Director of the Asian American Resource Center, and the Student Deans from the Office of Black Student Affairs and the Chicano/Latino Student Affairs Center. The chair of the Academic Standards Committee must be a tenured member of the faculty. The committee meets at least once a semester to act on the academic standing of students, including placing those in low academic standing on probation, suspending, or recommending or requiring their withdrawal from the College. A full description of this committee appears in Chapter III, Section B, under "Academic Regulations."

Admissions/Financial Aid Committee

This committee is composed of five faculty representatives, at least one from each division, one of whom acts as Chair; the Dean of Admissions; and two students. The Director of Financial Aid is also a member of this committee and votes in case of ties on decisions dealing with Financial Aid. A representative from the Office of the Dean of Students and the professional Admissions staff sit on the committee as non-voting members. The committee assists the Dean of Admissions in selecting entering students and in overseeing general and specific guidelines for admissions. The committee also serves in an advisory capacity to the Director of Financial Aid. On questions of policy, the committee may make recommendations to the faculty, but its chief business is to establish priorities if scholarship funds are insufficient to meet the computed needs of all students and to make allowance for particular cases of need.

Alumni Association Board

Members of this committee include faculty, students, and trustees, as well as alumni. This committee is the planning and executing arm of the Alumni Association. Acting through subcommittees, it is responsible for such events as Alumni Weekend, educational offerings for alumni, and student/alumni interactive events.

Animal Care and Use Committee

This committee monitors the care and use of vertebrate animals in research and teaching environments to ensure compliance with state and federal regulations. Members of the committee include the director of the College's Animal Care Facility, a consulting veterinarian, and a community representative in addition to members of the faculty.

Asian American Resource Center Advisory Committee

This committee serves in an advisory capacity to the Asian American Resource Center (AARC). The function of the committee is to advise the AARC Director on the AARC and Asian Pacific Islander American (APIA) campus- and community-related issues; advise the Director on the intellectual, academic, and personal development of APIA students and on outreach to the community; promote interaction between the AARC and the APIA community, administration, students, and faculty; and participate in periodic reviews of the AARC programming. The committee is composed of faculty, the Director of the AARC, and a student representative. At the beginning of every fall semester the committee will convene to set up a preliminary agenda for the year. Meetings will be held at least twice a semester, and issues of significance will be reported to the faculty.

Athletic Committee

This committee provides faculty support for the athletic program, ensures that the athletic program furthers the larger goals of the College, and represents the College at meetings of the Southern California Intercollegiate Athletic Conference (SCIAC). The committee consists of the Director of Athletics, all other administrative faculty in the Physical Education Department, and a faculty member who serves as chair of the Athletic Committee and as Faculty Athletic Representative to the SCIAC.

Budget Planning Advisory Committee

Chaired by the Vice President and Treasurer, who is a non-voting member of the committee, the Budget Planning Advisory Committee reviews the financial needs of the College and makes recommendations on long-range budget priorities. Members of the committee are the Vice President for Academic Affairs and Dean of the College, the Vice President for Planning, the Vice President and Dean of Students, and faculty, staff, and students appointed by the President.

Cabinet Agenda Committee

This committee assists in planning regular Cabinet meetings, requests additional meetings as needed, and recommends two additional members for each Faculty Personnel Committee subcommittee reviewing faculty members for promotion to full professor.

Communications Committee

This committee establishes general policy for student publications (*The Student Life*, *Metate*, *Spectator*, *Lookbook/Handbook*), for the college-owned FM station, KSPC, and for publicity distribution on campus. It is chaired by the ASPC Communications Commissioner and has 13 voting members: the Director of College Radio, two additional administrators (at least one of whom is a staff member in the Public Affairs Office), and eight students. The chair of Media Studies serves as an ex-officio member of this committee.

Curriculum Committee

The Curriculum Committee's members include the Dean of the College; an Associate Dean of the College; the Registrar; six faculty members, two from each division; and three students, chosen by the ASPC. At least one member from each division must be tenured and no more than one member of any particular department shall serve on the Committee at the same time. The Committee chooses its own chair.

While the curriculum of the College is the responsibility of the faculty, as a whole, the faculty delegates the following responsibilities to the committee: a) general oversight of academic policy and long-range planning; and b) general responsibility for evaluating new course proposals and other curricular changes and making recommendations thereon to the faculty (adopted by the faculty 3/1/85). A subcommittee of the Curriculum Committee forms the Special Majors Committee, which is charged with supervising all special (individualized) majors at the College. It must approve individual independent study exceeding one course per semester for first-years and sophomores or two courses per semester for juniors and seniors. It also appoints committees for supervision of substantial projects that students may propose in the junior and senior years.

Commission on the Education of Women

The Commission on the Education of Women (Women's Commission) was established in 1972 by President David Alexander to make recommendations that would lead to an increase in women in all ranks of the faculty, and broaden the study and discussion of women's issues on a curricular and non-curricular basis. In addition, the group sponsors the annual Phebe Estelle Spalding Lecture, meets with women candidates for faculty appointments as part of Pomona's recruitment effort, administers the President's Prize in Women's Studies, and interviews prospective co-supervisors of The Women's Union. The Commission consists of the Dean of Women and faculty and student representatives.

Committee of Faculty Emeriti

Any member of the faculty or any administrator with faculty status may be granted the title of emeritus or emerita, providing that he or she retires while holding faculty standing at the College. Established in 1980, the committee is

composed solely of retired faculty members who serve as an advisory body to the faculty and administration on matters concerning retired faculty.

Executive Committee of the Faculty

Established in 1984 as the principal faculty committee, the Executive Committee is responsible for the work of all faculty committees except the Faculty Personnel Committee, for the policies governing committees and for coordinating reports from all faculty committees to the faculty. The committee, together with the President, appoints the membership of all committees of the faculty except those that have elected memberships. The Executive Committee, in its own work, pays special attention to the broader policies, especially institutional policies, that are of interest and concern to all of the faculty, bringing proposed changes (and new policies) to the full faculty for approval. The Executive Committee also assesses faculty budget priorities and appoints faculty on the following committees of the Board of Trustees: Academic Affairs, Facilities and Environment, Advancement, Honorary Degrees, and Student Affairs. The chair of the Executive Committee normally serves as a member of the Intercollegiate Faculty Council.

By action of the faculty (5/10/07), the Executive Committee consists of six faculty with the rank of assistant professor or above. Each division elects its chair, who serves a two-year term as one of the division's representatives on the Executive Committee, the second division representative being elected in accordance with the procedure in the Faculty Handbook. The committee selects its own chair. Elected to two-year staggered terms, the members of the committee are nominated by the divisions and elected by the faculty as a whole; for each office each division will choose at least two nominees. No more than one member of any particular department shall serve on the Executive Committee at the same time. The election is held at the March meeting of the faculty.

Executive Committee members who take leave for one semester must be replaced for the semester by the nominee receiving the second largest number of votes in the original election. Members who take leave for a full year must resign from the committee; their unexpired terms must be filled by special election from a slate of at least two nominees from the division in question.

Faculty Grievance Committee

To provide by a process of peer review the full opportunity for just settlement of faculty grievances concerning complaints of infringement of academic freedom or complaints of denial of full and fair consideration in decisions on reappointment, promotion, tenure and dismissal, this committee was established in 2000. This committee consists of five faculty members with tenure or on five- or eight-year rolling contract, two of whom should be at the rank of associate professor and at least one of whom has received tenure within the last three years. They shall be elected for staggered two-year terms by the faculty as a whole. No more than one member of any particular department shall serve on the Faculty Grievance Committee at the same time. Any person serving on the Faculty Personnel Committee must leave that committee for a full academic year prior to serving on the Faculty Grievance Committee. A full description of this committee's function appears in the Pomona College Faculty Grievance Policy (Chapter IV).

Faculty Personnel Committee

This advisory committee to the President gives counsel on recommendations which the President may make to the Cabinet on original appointments, reappointments, promotions, and tenure of faculty members. It provides the President with counsel on any other questions raised by the President, members of the committee, officers of the College, or by faculty actions. Its weekly meetings are confidential; no minutes are kept. Written ballots are taken on major personnel questions and the results are reported to the Cabinet.

The President is Chair of the committee, the Dean of the College is Vice Chair and Secretary, and the Dean of Students is a non-voting permanent member. Faculty membership is nine. The Associate Dean of the College who serves as Diversity Officer and the Assistant Dean of the College are non-voting, staff members of the Committee. Three members from each division are chosen from among faculty members at the rank of associate professor or above, at least one of whom is a full professor. All members are elected to two-year staggered terms. Committee members are nominated by the divisions and elected by the faculty as a whole at the March meeting of the faculty; for each office there must be at least two nominees, one of whom is not a department chair. No more than one member of any particular department shall serve on the Faculty Personnel Committee at the same time. The three members from each division form a subcommittee that investigates departmental recommendations on reappointment, promotion, and tenure, and reports to the Faculty Personnel Committee as a whole.

Elected members of the Faculty Personnel Committee who take leave for one semester while serving are replaced for the semester by the nominee receiving the second largest number of votes in the original election. Members who take leave for a full year must resign from the committee; their unexpired term must be filled by special election from a slate of at least two nominees from the division in question. A faculty member shall be excused

from service on the Faculty Personnel Committee during a year of contract review, tenure decision, or consideration for promotion for that faculty member; the faculty member is replaced by the nominee receiving the second largest number of votes in the original election.

Faculty Position Advisory Committee

This committee advises the Dean of the College and the President on requests for 1) permanent faculty positions, 2) coterminous administrative-faculty positions, 3) the transfer of an existing faculty member from one department or program to another, and 4) conversions of Pomona College programs into departments. Its members include six faculty members with tenure or on five- or eight-year rolling contracts, two from each division; three non-voting students, one from each division, chosen by the ASPC; and the Dean of the College, who is a non-voting member. The faculty members are nominated by the divisions and elected by the faculty as a whole to two-year staggered terms. For each position on the FPAC, the appropriate division will choose at least two nominees. No more than one member of any particular department shall serve on the FPAC at the same time. The division of the student members is determined by their majors (interdisciplinary majors are judgment calls). The student members serve one-year terms. The committee chooses its own chair. A full description of this committee's procedures and guidelines appears in Chapter IV.

Elected Faculty Position Advisory Committee members who take leave for one semester must be replaced for the semester by the nominee receiving the second largest number of votes in the original election. Members who take leave for a full year must resign from the committee; their unexpired terms must be filled by special election from a slate of at least two nominees from the division in question.

Harassment and Discrimination Grievance Committee

The committee consists of six faculty members, six staff members, and six student members appointed by the President for staggered two-year terms with the possibility of reappointment. The committee will select six of its members to conduct a hearing under the formal resolution procedures outlined in the Pomona College Harassment and Discrimination Policy and Complaint Procedure, in Chapter IV.

Human Research Protection Committee

This committee reviews research proposals to ensure compliance with federal and state regulations concerning use of humans as research subjects. Committee members include an Associate Dean of the College and faculty members as well as the Director of the Student Health Service and a community representative. Faculty committee members are the same as those of the Research Committee.

Institutional Biosafety

The committee monitors studies involving the use of recombinant DNA to ensure compliance with federal and state regulations. Committee members include an Associate Dean of the College, faculty members, and a community representative.

Health Sciences Committee

Besides exercising general supervision over the academic program for students preparing to enter the medical field and other health-care professions, the Health Sciences Committee's more specific business is to prepare letters of recommendation for such students. Members share responsibility for interviewing rising applicants and drafting a committee cover letter that accompanies all individual letters of recommendation. Almost all of the committee's work takes place in the spring semester, with the most intensive period from March through the end of the academic year. Faculty representatives, an Associate Dean of Students, and the Coordinator for Graduate Fellowships and Health Sciences make up the committee, which is chaired by the general pre-medical advisor.

Orientation Book Committee

This committee solicits book nominations and makes a selection, particularly during the winter break and early spring semester, for the orientation program each fall. It also arranges faculty discussion leaders and recommends the distinguished faculty lecturer or outside speaker related to the orientation reading. It is composed of three faculty members (one of whom chairs the committee), five to ten students, and the Dean of Students. The faculty members are selected by the Executive Committee for two-year staggered terms.

President's Advisory Committee on Diversity

This committee is in charge of monitoring all aspects of institutional diversity pertaining to faculty, students, and staff. It reports directly to the President, who gives the committee its charge. That charge includes, at a minimum, providing the community with reports on the status of diversity and advising the President on strategies to enhance diversity at the College. It is composed of three faculty members, at least two of whom are associate or full professors, appointed by the Executive Committee for two-year terms; the Associate Dean of the College who serves as Diversity Officer; two staff members, appointed by the Staff Council; two students, appointed by the

ASPC; an Associate Dean from Student Affairs; an Associate Dean or Director from Admissions; the Director of the Draper Center; the Director of Institutional Research; a Director or Associate Director of Alumni Relations; and the Assistant Vice President and Senior Director of Human Resources.

Public Events Committee

The committee is responsible for arranging for individual speakers for various assembly hours and for assisting in planning other public events. A faculty member serves as chair. Other members include faculty and student representatives and representatives of the Public Affairs Office.

Radiation Safety Committee

The committee monitors the usage of radioactive substances to ensure compliance with federal and state regulations.

Research Committee

This committee promotes the cause of faculty research through the following activities: advising the College on the overall financial need for research support; advising the Dean's Office on recipients of grants from the General Research Fund and other internal research funds; advising on the College's nominees for national and regional fellowship competitions; evaluating sabbatical leave proposals; advising faculty applying for research support from outside agencies; and evaluating faculty-student summer research proposals. The committee consists of one faculty member from each division, one of whom is chair, and an Associate Dean of the College.

Social Responsibility, Committee on

Created in 1986 in response to social concerns about investments in apartheid South Africa, the Committee on Social Responsibility now advises the President on the voting of proxies of companies in the College's investment portfolio related to environmental concerns, international law and fair labor practices. The Treasurer and her assistant staff the committee, which meets weekly for six weeks each spring. Members include a non-voting faculty convener, three other faculty or emeriti faculty members, three students, and two staff.

Student Affairs Committee

This committee is charged with the legislative and judicial functions in the area of student affairs. The committee is chaired by one of the faculty members and normally is composed of the following voting members: the three Faculty Residents, a member of the Office of the Dean of Students (currently the Vice President and Dean of Students), and five student representatives from the ASPC Senate (adopted May 9, 1988).

Study Abroad Committee

The committee administers and screens applicants to Pomona College's study abroad programs. The committee consists of the Director of Study Abroad, the Dean of Students or an Associate Dean of Students, the Director of Oldenborg Center, the Registrar, and faculty members and two students with experience abroad.

Teaching and Learning Committee

The Teaching and Learning Committee (TLC) promotes student learning and achievement by sustaining faculty in their development as teachers. The TLC encourages critical reflection, pedagogical experimentation, and innovation in teaching. It fosters an informed and collaborative dialogue among faculty on matters relating to teaching, learning, and assessment. The TLC includes six faculty members, two from each division (at least one of whom is tenured), appointed to two-year staggered terms. It also includes the Director of Institutional Research, the Director of Instructional Services, the Director of College Writing, and the Associate Dean as ex-officio members.

Student Representation on Committees

Students have been members of several major college committees for many years, and the College has a tradition of student participation in the formulation and execution of college policy. The structure of student government is based on elected commissioners representing areas of interest and senators representing constituencies. The Senate of the Associated Students of Pomona College consists of the President, Vice President for Finance, and Vice President for Campus Activities with the Commissioners of Academic Affairs, Communications, Clubs and Sports, Environmental Affairs, Campus Community Relations, and Off-Campus Relations. In addition, there are six senators including the four class presidents and a north campus and a south campus senator. The President and Vice President for Finance, together with two senators and one student at large, constitute the student delegation to the Student Affairs Committee. This delegation states the position of the ASPC on major policy issues.

POMONA COLLEGE FACULTY BYLAWS

PART I -- MEMBERSHIP AND ATTENDANCE (Adopted March 18, 1970; amended November 1, 2002)

I. For the purpose of conducting faculty business, the Pomona College faculty shall include:

- A. Those serving full-time and holding appointments at professorial or instructor ranks at Pomona College (except those on visiting appointments) who have either:
 - 1. appointments for a period exceeding one year or
 - 2. over one year's full-time service at the College
- B. Those officers of Pomona College designated in the College Bylaws as faculty members: at present, the President, the Vice President for Academic Affairs and Dean of the College, the Vice President for Student Affairs, the Vice President and Dean of Admissions, the Registrar, and the Executive Director of Information Technology Services. If the College Bylaws are changed, this list of voting officers will change accordingly.
- C. Those with joint appointments at Pomona College and Claremont University Center, joint appointments at Pomona College and one of the other Claremont Colleges, or appointments at Claremont University Center may be nominated by the Faculty Personnel Committee and elected to voting membership in the faculty by a majority vote of the faculty present at a regular meeting of the faculty. After nomination to the Faculty Personnel Committee by a member of the faculty, negative action by the Committee may be appealed to the faculty and overruled by a two-thirds vote of the faculty at a regular meeting.

II. NON-VOTING MEMBERS

- A. All teaching staff of Pomona College as well as administrative officers of Pomona College designated by the President, who are not already included in Section I, shall be entitled to attend and speak at faculty meetings, and shall be eligible for appointment as full members of faculty committees in their areas of special competence.
- B. The faculty may vote, on motion of the President or of the Dean of the College, to extend the privileges of Section II-A to the holders of other positions at Pomona College or Claremont University Center -- the effect of each such vote terminating with the incumbency.

III. VISITORS

For the discussion of specific items of business, other individuals may be invited by the President, the Dean of the College, or by majority vote of the faculty, to attend or address faculty meetings.

IV. STUDENT ATTENDANCE (Adopted January 15, 1971)

Students may attend faculty meetings as observers, after sufficient seats have been reserved for faculty members, subject to the following conditions:

- A. Only Pomona College students may attend Pomona College faculty meetings.
- B. It is the prerogative of the chair to declare the meeting closed at any time and to ask the students to leave.
- C. Jurisdiction over the enforcement of the faculty rules on student attendance shall remain with the faculty.
- D. Students may address the faculty upon invitation of the President or the Dean of the College, or by majority vote of the faculty. Designated students may participate in discussion and debate only if authorized to do so by majority vote.
- E. Student members of faculty committees may speak at faculty meetings without prior arrangement with the President or Presiding Officer on measures that originate from the committee of which they are members; the ASPC Senate will designate five positions from among ASPC officers, commissioners or senators the occupants of which may speak at faculty meetings without prior arrangement with the President or Presiding Officer. (Adopted February 21, 1975)

PART II -- PROCEDURAL BYLAWS FOR THE FACULTY

(Adopted February 12, 1971; amended October 5, 2001)

I. MEETINGS: The faculty shall meet to conduct business in regular, special and emergency meetings.

- A. Regular meetings shall be scheduled monthly on stated days, throughout the academic year. However, the Dean of the College shall have authority to reschedule, with due notice any particular meeting, or to cancel for lack of business, any given meeting, provided that at least one special meeting has taken place in the preceding month.
- B. Special meetings shall be called by the President or the Dean of the College, on their own initiative or at the request of at least ten voting members of the faculty; such meetings shall be scheduled at a convenient time, with due regard to the requirement for notice for agenda items.
- C. Emergency meetings shall be called in extraordinary circumstances by the President (or in his absence by the Dean of the College or acting President) on his own responsibility or at the written request of at least thirty voting members of the faculty. Such meetings shall require at least three hours notice and an effort shall be made to notify faculty members individually.

II. QUORUM

A majority of the voting faculty shall constitute a quorum for all regular, special, and emergency meetings, provided that if a regular meeting fails of a quorum, and the subsequent meeting cannot muster a quorum, any number of voting members shall constitute a quorum at the next meeting only. The invoking of this special provision shall be advertised in the agenda for the meeting at which it shall apply.

Definitions: as used in these Bylaws

- 1. "voting faculty" shall refer to the total number of members having voting rights, as determined by the Dean of the College, in accordance with eligibility rules currently approved by the faculty;
- 2. "a two-thirds (three-quarters, etc.) vote" shall mean two-thirds (three quarters, etc.) of the members present and voting.

III. AGENDA

- A. Regular or Special Meetings
 - 1. The agenda for all regular and special meetings shall be circulated, by the Dean of the College, together with the text of all principal motions originating as recommendations from committees of the faculty, to reach the mailboxes of faculty members at least forty-eight hours prior to the meeting.
 - 2. Substantive motions initiated by individual members of the faculty shall also be circulated at least 48 hours prior to the meeting.
 - 3. Amendments whose effect is, in the opinion of the chair, to enlarge or change substantially the scope of a proposed motion, shall be circulated at least twenty-four hours in advance of the meeting. This requirement shall not apply to amendments restricting the scope of a motion.
 - 4. The requirements of the above paragraphs may always be waived unless ten or more members object.
- B. Special and Emergency Meetings
 - 1. The call for a special or emergency meeting shall include the subjects on which action is to be requested.
 - 2. Any item not included in the call for the meeting may be taken up only under provisions of Sections III-A-4 or III-C, respectively.
- C. Emergency Meetings
 - 1. Any specific motions to be introduced at an emergency meeting shall require a two-thirds vote and the assent of the chair, or lacking such assent, a three-quarters vote--such votes to be taken on the urgency of debate. Any substantive motion not covered in the call for the meeting shall require, for introduction, the lesser of a three-quarters vote or two-thirds of the voting faculty.
 - 2. Any motion introduced at an emergency meeting shall require a two-thirds vote for passage, but if it fails on this basis, although having achieved a plurality, it shall stand adjourned to the agenda of the next regular meeting.
 - 3. During the course of an emergency meeting a motion for recess shall be privileged over the call for the question, and shall be deemed adopted if it is supported by at least fifteen voting members. The time for such recess shall be subsequently fixed by majority vote at not less than one nor more than twenty-four

hours. However, such motion shall not be in order before, in the opinion of the chair, there has been adequate debate on both sides of the main question. Should several motions be on the agenda, debate shall be initiated on each before the motion for recess takes effect.

IV. VOTING

A. Elections: All elections and other votes in which a specific faculty member is named shall be by paper or electronic ballot. Elections shall be decided by the "Instant Runoff" sequential elimination preferential voting method described by Robert's Rules of Order Newly Revised, 10th Edition, pp. 412-13, and summarized as follows:

1. Voters rank candidates or propositions in order of preference. They may rank as many or as few candidates or propositions as they wish, with lower rankings never counting against higher rankings.
2. First choices are tabulated. If a candidate or proposition receives a majority of first choices, that candidate is elected or that proposition is accepted.
3. If no candidate or proposition receives a majority of first choices, the candidate or proposition receiving the fewest first choices is eliminated. Ballots cast for the eliminated candidate or proposition are now counted toward those voters' second choices.
4. This process continues until one candidate or proposition receives a majority of counted votes and is elected.

At any stage of counting, if a ballot indicates no preference among the remaining candidates or propositions, that ballot is treated as an abstention and set aside.

After any round of counting, if not all candidates or propositions are tied and two or more candidates or propositions are tied for the least popular position, then all least popular candidates or propositions are eliminated.

In the event of a tie in the winning position, the candidate or proposition with the most first choices prevails.

Any ties not resolved by the above procedure will result in a runoff between tied candidates or propositions.

B. Motions

1. Votes on all matters of major policy shall be counted by division. In the event that the total number of ayes and nays is counted less than a quorum, the chair shall call for abstentions and the vote shall be null unless a sufficient number of these is recorded to make up a quorum.
2. Votes on all other motions shall be by voice vote or show of hands at the discretion of the chair, but any member shall be entitled to ask for a division.

C. Chair's Special Prerogative

In the event that any decision is reached by a plurality of less than ten votes, and that the prevailing side numbers less than a majority of the voting faculty, it shall be the prerogative of the chair to declare the vote null. Debate on the particular motion shall stand adjourned, to be taken up as a priority item on the agenda of the next regular or special meeting of the faculty. This prerogative may not be exercised more than once with respect to a particular question.

V. GENERAL PROCEDURES

- A. Any tabled motion shall be considered defeated unless taken up from the table prior to adjournment of the regular meeting following the meeting at which it was last tabled.
- B. Any procedural questions not specifically covered in these Bylaws shall be determined by the chair on the basis of Robert's Rules of Order.
- C. These Bylaws may be amended only upon one month's written notice by a two-thirds vote.

CHAPTER II

SECTION B APPOINTMENTS, PROMOTION, AND TENURE

Definitions

"Tenure" in this Handbook refers to the College's practice of making an appointment by contract to a position for an indefinite period up to the time of retirement, in which period continuance of service shall not be dependent upon periodic reappointment. The policy of the American Association of University Professors on tenure, implemented by the College, is that such an appointment may be terminated only because of retirement, financial exigency, change of institutional program, or other adequate cause.

The ranks "assistant professor," "associate professor," and "professor" are the standard "tenure-track" steps at Pomona College. These ranks are also applied to faculty members holding renewable "rolling contracts," normally of three or eight years' duration, in positions that are continuing, though not tenure track. Policies and procedures relating to tenure and contract renewal are discussed in subsequent sections.

"Instructor" at Pomona College is a rank normally held by those full-time members of the teaching staff who will be promoted to assistant professor (and thereby will be considered candidates for eventual tenure or reappointment by eight-year rolling contract) on completion of the degree considered terminal in their discipline. For appointment or promotion to the rank of assistant professor or higher, the Ph.D. or its equivalent is required of faculty in all fields except those where a Master's degree is considered terminal. At present, these exceptional fields are the practice of art, theater arts, and dance, as well as physical education and, in certain specified instances, music and foreign language instruction.

Any of the above ranks may be qualified by the term "visiting," which indicates that the appointee is a leave replacement, or fills another similar short-term need on a full-time basis, and is not considered a candidate for eventual tenure or reappointment by eight-year rolling contract. "Adjunct" appointments in conjunction with any of the above ranks designate a full-time non-tenurable position designed to meet narrowly defined and specific instructional needs and are dependent upon demand for the subject area of appointment. Faculty in adjunct appointments are not required to engage in professional achievement or College service. Effective in 2006-07, the College is no longer establishing new adjunct positions, and departments are welcome to propose converting existing positions to tenure-track positions. "Lecturer" at Pomona College is a rank held by members of the teaching staff in part-time service who are not considered candidates for eventual tenure or reappointment by eight-year rolling contract. Because lecturers are normally paid by the course, they are not expected to supervise senior theses or independent studies.

Policies and Procedures

Appointments

The President is authorized by the Bylaws of the College to make initial faculty appointments of up to five years in duration without formal approval by any other body (see Chapter IV, "Pomona College Plan for Recruiting a Diverse Faculty," for further information on initial appointments and hiring procedures).

For all other appointments the Bylaws of the College state that the appointment "shall be made by the Board of Trustees or its Executive Committee after nomination in the first instance by the President of the College and favorable recommendation of the Cabinet." Only the full Board of Trustees may approve tenure appointments ("appointments for an indefinite period") and promotions to the rank of full professor.

There are three standard types of faculty appointment. In the first type, a faculty member is formally appointed to one department. In the second type, a joint appointment, a faculty member is appointed both to a home department at Pomona College and to a second department or program, intercollegiate or within Pomona College. In the third type, sometimes referred to as a "hybrid" appointment, a faculty member is contracted to teach mostly or entirely for an interdisciplinary program but is appointed wholly to a department.

Faculty members may also be associated with departments or programs in ways other than formal appointment. One way is affiliation, in which a faculty member is contractually connected to a department at Pomona but the job description on which she or he was hired included, and subsequent teaching has continued, participation in another department or program. The other way is voluntary association, an involvement initiated by the faculty member that

was not included in the job description and does not require continuing participation in the department or program. (For further information, see "Preparation of a Departmental Letter," below.)

Criteria for Reappointment, Promotion, and Tenure

The following criteria, listed in order of their importance, are normally operative for the advancement of Pomona College faculty:

- A. Intellectual leadership in the College includes, most particularly, but not exclusively, good teaching, meaning competence in all three, and excellence in at least one, of these teaching activities, as measured by the high standards that prevail at Pomona College:
 1. Lecturing;
 2. Leading seminars and discussions;
 3. Guiding laboratories, studios, independent studies, tutorials, and student research or other modes of individual or collaborative learning, including involving students in scholarly research where appropriate to the discipline; this research need not be explicitly offered for course credit.

Academic advising of students is another important element. The College values advising first- and second-year students, majors, and other groups of students, such as students of diverse backgrounds and underrepresented groups. Intellectual leadership in the faculty as a whole, such as diversifying, designing, and revising the curriculum, is also pertinent.

- B. Professional achievement, defined by excellent work in one's field recognized outside of Pomona College. The most obvious form of such work is scholarly productivity in the form of books, significant articles, the completion of publishable manuscripts, or artistic creation or performance.
- C. Effective service to the department, Pomona College, and The Claremont Colleges, to one's discipline and professional organizations, in activities such as committee work that support the common educational and scholarly enterprise. Such service may include work with student organizations, residence hall affiliation, and other activities that increase extracurricular student-faculty interaction and enhance student social life. The College also values representation in the community such as work in support of admissions or alumni relations, outreach to diverse communities and underrepresented groups, and other public speaking, writing, or related activities. Public and community service and service to one's professional organization(s) are also contributions to this category.

It is implicit in these criteria that a faculty member will work effectively and cordially with students and with colleagues in the department and the College. Tolerance for differing points of view and the capacity to give civil expression to one's own position are highly prized. Evidence of such collegiality in the past and the prospect of continuing collegiality are thus important factors in decisions about reappointment, promotion, and tenure.

The people who are charged with evaluating a candidate for advancement are expected to consider all of these criteria and to weigh both the candidate's strengths and weaknesses in these areas in order to form a balanced judgment. To assist them in making their decision, they seek to obtain the best and most inclusive information available about the candidate.

In making nominations to the Cabinet and the Board of Trustees for reappointment, promotion and tenure, the President is advised by the Faculty Personnel Committee. The composition of the Faculty Personnel Committee and certain of its procedures have been established by faculty action. (See Chapter II, Section A, above.)

Departmental Assessment

(as approved by the Pomona College faculty in 2003; revised in 2006 and 2010)

The Departmental Assessment process described below applies to regular faculty members appointed to the rank of assistant professor on or after July 1, 2010, who begin their service with three years until the first contract renewal. In the procedures that follow in this section, if the chair supervising an assessment would be a relative (as defined by the College) of the professor being assessed, then the Dean of the College will appoint a substitute chair for the assessment. This substitute chair will, to the extent possible, be of the same department/program as the professor being assessed.

The Departmental Assessment is conducted in consultation with the Dean of the College and seeks to establish early in a professor's probationary period a context for informed and effective advice. The assessment is to be conducted in a candid and supportive manner.

To prepare for this assessment, teaching evaluations are distributed and collected during the final two weeks of

each semester in all courses taught by the candidate in the first year on a three-year contract at Pomona College. Given that learning goals vary widely according to course, field, and discipline, the professor should devise an evaluation form for each class in consultation with the department and the Teaching and Learning Committee, as appropriate. Each separate evaluation form must be approved by the Dean of the College before distribution to students. Within the last two weeks of the term, the professor designates a student in each course to distribute the forms, collect them, and return them to the departmental administrative assistant. The professor should not be present, and students should be advised that their evaluations are anonymous and will not be shared with the professor 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 professor after that semester's grades have been submitted.

The department chair then 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 of the department, the chair or coordinator of any other department or program mentioned in the contract, and the assistant professor meet together for a full discussion of the reports and the assistant professor's first year of teaching. This conference, which will normally occur no later than September of the assistant professor's second year, is also an opportunity to look forward to the first Faculty Personnel Committee review one year hence. The Dean writes a summary of this conference and puts the summary, along with the chair's reports, into the Faculty Personnel Committee file of the professor. The professor is given a copy of the summary and, if he or she wishes, may provide a written response to the summary for the file.

Procedures for Reappointment, Tenure, and Promotion

Through an ongoing process of review and revision over the years, the faculty, the President, and the Dean of the College have established the following procedures for reviewing candidates for advancement. In general, the following procedures apply to those on tenure-track and non-tenure-track contracts that can be renewed. However, those on non-tenure-track contracts are reviewed in the spring rather than the fall semester. Starting in the adoption year, the faculty will be asked to review and vote on these procedures every six years. If needed, the Faculty Personnel Committee may make minor revisions. These will be brought to the faculty upon request of the Cabinet or the Executive Committee. Usually, changes in the Faculty Handbook will be made no more often than every two years.

In the procedures that follow in this section, if the chair supervising a review would be either the candidate for review or a relative (as defined by the College) of the candidate for review, then the Dean of the College will appoint a substitute review chair. This substitute review chair will, to the extent possible, be of the same department/program and of rank equal to or greater than that being considered for the candidate.

Preliminary Conference with the Dean

In the spring preceding the academic year of review of a particular candidate, the Assistant Dean of the College contacts the candidate, the chair of the candidate's department, and where relevant, the chair of an intercollegiate department or coordinator of any program in which the candidate participates, notifying them of the upcoming review and asking that they confer with the Dean to discuss procedures. The manner in which extra-departmental teaching and other professional activities will be evaluated and given consideration by the department and the Faculty Personnel Committee should be clearly established at this point. The Assistant Dean writes a summary of this conference for the Faculty Personnel Committee file of the candidate. The candidate is given a copy of the summary, and, if he or she wishes, may provide a written response to the summary for the file.

Responsibilities of the Candidate

The candidate prepares a statement describing his or her accomplishments and goals in teaching, scholarly and/or artistic activity, service to the College, and service to the community. It is presented to the chair of the department by September 1 along with an updated curriculum vitae and copies of publications or other evidence of professional achievement as appropriate to one's discipline. Course syllabi, other teaching materials (except course evaluations, which will be provided by the chair), and any other evidence the candidate judges to be important may also be included. If the candidate is an applicant for a Steele Fellowship, a brief description of the intended project or a copy of the leave application is also submitted. The due date for such materials is January 15 for spring reviews. In preparation for a fall review for contract renewal or tenure and promotion to associate professor, by May 1 the candidate supplies the names of professional peers outside the department and the College who may be contacted for assessment of the candidate. By June 1, the candidate supplies publications and related items for examination

by the outside reviewers. The due date for such names and materials is October 15 for reviews for rolling contract renewals, for promotions to full professor, or other spring reviews. For contract renewals, and for reviews of faculty on rolling contract, more than two names are supplied; for tenure or promotion to full professor, more than three names are supplied.

While the department chair, the Dean and other colleagues may be consulted for advice about these matters, it is ultimately the responsibility of the candidate to ensure that all of the above materials necessary to establish the grounds for advancement are available to the department in a timely manner.

Responsibilities of the Department

Each department must file with the Dean of the College's office a policy as to who participates in the review process concerning initial departmental assessments, contract renewals, tenure and promotion to associate professor, and promotion to full professor. This policy should be discussed and decided by the department. At the end of the spring semester prior to a fall review (and at the end of the fall semester prior to a spring review), the department chair will determine, in consultation with other members of the department as appropriate, and in light of the department's policy, those department members who will participate in the review. Faculty on tenure-track appointments who have not yet received tenure, and faculty on multi-year, non-tenurable contracts who have not been promoted to the rank of associate professor, may choose to recuse themselves from any level of personnel review. Tenured associate professors and associate professors on non-tenurable contracts may choose to recuse themselves from reviews for promotion to full professor. Those choosing to recuse themselves from a personnel review will not read the file compiled by the candidate and the department, will not participate in the department meeting or sign the department letter, and will not be interviewed by the Faculty Personnel Committee (FPC) subcommittee (see Faculty Personnel Committee Review of the Candidate, below). The same will apply to those who are asked, or who choose, to recuse themselves because of a conflict of interest. The department may also decide to limit reviews for promotion to full professor to those holding the rank of full professor. In these cases, those excluded from the review by the action of the department will not have access to the file compiled by the candidate and the department and will not participate in the department meeting or sign the department letter, but will be interviewed by the FPC subcommittee.

The department then assembles appropriate surveys of student views of the quality of the candidate's teaching (see Student Evaluation of Teaching Effectiveness, below) and solicits outside scholarly or artistic opinion (see Evaluation of Scholarly and/or Artistic Accomplishment, below).

Student Evaluation of Teaching Effectiveness

The Faculty Personnel Committee requires that all department recommendations pertaining to contract renewal, advancement to tenure, and promotion include evidence as to the effectiveness of the candidate's teaching.

Toward this end, teaching evaluations are distributed and collected during the final two weeks of each semester in all courses taught by professors who may in future be reviewed for contract renewal, tenure, and/or promotion. Given that learning goals vary widely according to course, field, and discipline, the professor 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. Within the last two weeks of the term, the professor designates a student in each course to distribute the forms, collect them, and return them to the departmental administrative assistant. The professor 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 professor after that semester's grades have been submitted. The Dean of the College was authorized to allow exceptions to these procedures through July 2008.

In addition, in the semester before a Faculty Personnel Committee review, the department chair will write to solicit a written teaching evaluation from all students in all courses, including independent studies, taught by the candidate since his or her last review. Senior thesis advisees should also be solicited. A template for the chair's solicitation letter is provided in the Appendix to Chapter II, Section B, of this Faculty Handbook. Departures from this template must be approved by the Dean of the College with the agreement of the candidate. It is suggested that the students be solicited no later than May 1 (or November 1 for spring reviews). These students should be asked to identify the courses taken and terms during which they took courses with the faculty member, as well as their College. The Registrar can supply the necessary student names. A copy of the letter of solicitation should be included in the dossier that is eventually sent to the Dean and the Faculty Personnel Committee. Students may submit their letters of evaluation by electronic mail. The Department Chair will have the responsibility to maintain the confidentiality of all student letters while they are under review by the department/program members. Anonymous letters cannot be used in the review. The chair should send two reminders to each non-responding student.

The candidate is not responsible for the solicitation of student evaluations for review purposes, and should not discuss the review with prospective student reviewers, in order to make it possible to provide the fairest possible evaluation.

Evaluation of Scholarly and/or Artistic Accomplishment

In addition to the evaluation of scholarly and/or artistic accomplishment made by other Pomona College faculty and summarized in the department's recommendation to the Faculty Personnel Committee, the department will seek written appraisals from recognized experts outside the College. A template for the chair's letter to these outside referees is provided in the Appendix to Chapter II, Section B, of this Faculty Handbook. Departures from this template must be approved by the Dean of the College with the agreement of the candidate. Although known for their scholarly or artistic expertise, some among these outside referees should be working in or familiar with liberal arts colleges comparable to Pomona College. The names of the outside referees proposed by the department from both the candidate's and the department's lists, along with a rationale for their selection, must be submitted to the Dean for approval before the chair formally solicits their evaluation of the candidate's work. The department chair should obtain written evaluations from three such persons for reappointment reviews, or for reviews of faculty on rolling contract, and from six for tenure or promotion reviews. (As noted above under Responsibilities of the Candidate, in the former case, two of these evaluators should be chosen from a list submitted by the candidate; in the latter case, three.)

In soliciting scholarly or artistic judgments, departments should endeavor to provide primarily new referees for each review of a candidate. Letters from referees suggested by the candidate should be so identified in the dossier. Note that Pomona College does not pay an honorarium to reviewers for faculty.

Preparation of a Departmental Letter

With the materials the candidate has prepared, along with the course evaluations and the letters from students and outside reviewers, available for review, the chair calls a meeting of members of the department to discuss the faculty member's case, and then prepares for the Faculty Personnel Committee a written recommendation letter framed so as to reflect the views of the department. Department members who are on leave are normally expected to participate in all stages of reviews. They may opt out when travel plans or other leave activities would impair their ability to read the file, take part in the departmental discussion, or participate in interviews with the Faculty Personnel Committee subcommittee. (The choice to opt out because one is on leave is not the same as recusal. For recusal, see "Responsibilities of the Department," above.) If faculty members on leave do not participate in one stage of the process, they do not participate at all and are not interviewed except by special request of the subcommittee. The departmental letter should be based upon a consideration of the evidence in light of all of the criteria for reviews. It is intended that this letter be frank and that differences of opinion between members of the department be noted. This letter is to be signed by all the tenured members and, if the department so chooses, the untenured members who choose to participate in the review as well. Abstention by untenured members of the department is to be allowed upon request. Recommendations regarding promotion to full professor are to be signed by all departmental faculty holding that rank and, if the department so chooses, associate and assistant professors as well with the right to abstain being reserved to the untenured faculty. All confidential materials which are reviewed shall be kept confidential by the department members.

Any members of the department who are eligible to sign the departmental letter but who do not sign this letter because it does not fully represent their opinions must each submit a separate letter stating their opinions to the Faculty Personnel Committee as an addendum to the departmental report. This addendum will be made available to the other department members who participated in the review. (For its availability to the candidate, see Discussion of the Departmental Report with the Candidate, below.) The Faculty Personnel Committee will consider no other letters from department members, except those written on behalf of another department or program. The department recommendation and all supporting documents are delivered to the Dean of the College, who makes these materials available to the members of the Faculty Personnel Committee. At this point, the department's dossier should be considered complete, though additional previously solicited reviews can be added until the subcommittee report is written.

Faculty members may have connections with other programs or departments, either intercollegiate (for example, Chicano/a – Latino/a Studies Department, Intercollegiate Department of Africana Studies, Gender and Women's Studies, Asian American Studies) or within Pomona College. The first type of connection is a formal joint appointment, where the faculty member is contractually connected to a home department at Pomona College and to a second department or program, intercollegiate or within Pomona College. The second type is one in which the faculty member is contracted to teach mostly or entirely for an interdisciplinary program but is formally appointed wholly to a department (a "hybrid" appointment). The third type is affiliation, where the faculty member is contractually connected to a department at Pomona but the job description included and subsequent teaching continued a participation in another program or department. The fourth is an entirely voluntary association between a faculty member and a second department or program, without any inclusion in the job description or necessary

continuing association in the form of teaching involvement. All confidential materials which are reviewed shall be kept confidential by the members of any additional program or department that participates in the review.

If the candidate is jointly appointed, then the second program or department must either assemble its own dossier or have the chair or coordinator and at least three other members of the program or department review the dossier assembled by the first department or program, and must write an independent letter of evaluation of the candidate or participate with the first department in writing a joint letter. The first and second department or program decide these matters together before beginning to assemble a dossier. The program or department members who reviewed the dossier must either sign the letter or send a separate letter documenting their opinions. Other members of the program or department may choose to sign the letter or not.

If the candidate is contracted to teach mostly or entirely for an interdisciplinary program, but is formally appointed wholly to a department (a "hybrid" appointment), the program and the department shall share equally in the review. The program's steering committee will constitute the review committee for the program, while the department's review committee will be constituted according to standard department policy (see Responsibilities of the Department, above). The department will provide clerical support for the review and only one dossier will be assembled, but the department and the program will each submit an independent letter of evaluation of the candidate. The Faculty Personnel Committee will give each letter full consideration. No faculty member may serve on both review committees, and usually departmental status will determine affiliation, unless the faculty member is coordinator of the program.

If an affiliation between the candidate and a second program or department was included as part of the job description when the faculty member was hired, and if there is a current ongoing teaching involvement with the second program or department, then a letter commenting upon the candidate's performance will be part of the dossier for review by the Faculty Personnel Committee. The candidate may decide whether the second program or department chair and up to three faculty members may review the departmental dossier. Letters written without departmental dossier review may be signed by the program coordinator or department chair, but they are expected to reflect the opinion of the other members of the program or department. If the department or program does review the departmental dossier, then those who reviewed it must either sign the letter or send a separate letter documenting their opinions.

If an association with another department or program was initiated voluntarily by the faculty member, he or she may decide whether that department or program will be included in the review process. If it is included in the review, its contribution will be in the form of a letter commenting upon the candidate's performance with respect to that program or department, and there will be no assembly of a dossier. If the candidate agrees, the program coordinator and up to three program members may review the dossier assembled by the candidate's first department. If not, then the letter will be written purely from the perspective of the faculty in the second program or department. Letters written without dossier review may be signed by the program coordinator or department chair, but they are expected to reflect the opinion of the other members of the program or department. If the department or program does review the dossier, then those who reviewed it must either sign the letter or send a separate letter documenting their opinions. If in any case involving participation in more than one program or department, either intercollegiate or within Pomona College, there is a divided recommendation, the Faculty Personnel Committee will weigh the merits of the evidence and will make its own recommendation.

Discussion of the Departmental Report with the Candidate

In a timely fashion, the department chair gives the candidate a copy of the prepared document, redacted to omit signatures and any personal attribution of commentary. The document includes any separate letters from department members who have not signed the department letter because it does not fully represent their opinions. Candidates may also discuss the department's recommendation with the Dean. At this time, the candidate may write a response to the departmental recommendation. This response is addressed to the Faculty Personnel Committee, and the fact or the content may be shared with the department only at the candidate's discretion.

If an intercollegiate or interdisciplinary program recommendation is included in the materials delivered to the Faculty Personnel Committee, the same disclosure and response provision applies to it.

Faculty Personnel Committee Review of the Candidate

To encourage full candor in both written and oral communications, members of the subcommittee and the Faculty Personnel Committee overall will treat with confidentiality the views and information presented or discussed in the review. They may consult with the Dean or Assistant Dean of the College but otherwise will not discuss a review outside the formal deliberations of the subcommittee or of the Faculty Personnel Committee. The candidate shall take no action to compromise the confidentiality of confidential views or information presented to the subcommittee and the Faculty Personnel Committee by his or her outside or inside evaluators consulted in the review. A subcommittee of three Faculty Personnel Committee members reviews the department's

recommendation, except in eight-year rolling contract renewals, where the full committee normally conducts the review without a subcommittee and interviewing process. Ordinarily, the subcommittee includes two members who were elected from the same division as the department making the recommendation and one member elected from another division. A member of the Faculty Personnel Committee who is also a member of the candidate's department may not serve on this subcommittee. In addition, to the extent possible, no member of the Faculty Personnel Committee will serve on more than six subcommittees during any one semester. The subcommittee assignments will be approved by the full Faculty Personnel Committee prior to reviewing cases.

The subcommittee brings to bear the perspective of the College as a whole, and it may supplement the evidence provided by the department. In its review, the subcommittee interviews all Pomona College faculty in residence who are members of the candidate's home department and any department in which the candidate holds a joint appointment who have not recused themselves from the review or been asked by the department chair or Dean of the College to recuse themselves because of a conflict of interest. The subcommittee may also interview Pomona College faculty from other programs in which a candidate participates, and any other faculty whose views it considers germane to the case. If a program or intercollegiate departmental letter requests that one or more specific members of that program or intercollegiate department be interviewed, then the Faculty Personnel Committee subcommittee shall interview those persons. The candidate is interviewed last and invited to respond to any major issues that have been identified. After the candidate's interview, he or she may provide the subcommittee within 48 hours a written response addressing any issues that have arisen. This response will be taken into account by the subcommittee and will be part of the permanent record. Should additional negative information arrive at any stage following the interview the candidate must be re-interviewed and allowed to respond, with a further 48 hours given to the candidate to submit a written response if he or she wishes to do so. The subcommittee writes for the Faculty Personnel Committee a confidential memorandum which is signed by all members of the subcommittee.

In a case of promotion to full professor, the process begins with evidence collection in the fall and the Faculty Personnel Committee conducts its part of the process in the spring immediately following. The subcommittee, in addition to the three members of the Faculty Personnel Committee, includes two members of the Cabinet who are not members of the candidate's department. These two members of the Cabinet are appointed by the Agenda Committee of the Cabinet, after it has consulted with the Dean of the College. As in other reviews, the chair of the subcommittee is a member of the Faculty Personnel Committee. The participating Cabinet members attend the entire meeting of the Faculty Personnel Committee at which the vote is taken, but do not vote, though they may participate in the discussion. Normally, a full professor is the chair of a subcommittee considering promotion to full professor.

The subcommittee presents its statement of the case to the full Faculty Personnel Committee, which, after consideration of the evidence and discussion of the case, takes a secret ballot vote. Elected members of the Faculty Personnel Committee who are the candidate's departmental colleagues and others who might have a possible conflict of interest will not be present for that part of the discussion and will not vote on that case. In case of doubt, the Dean of the College or, if necessary, the President should be consulted about possible conflicts of interest. The President, the Dean of the College, the Dean of Students, and the Associate Dean of the College who serves as Diversity Officer do not participate in reviews within their department but do participate in the Faculty Personnel Committee consideration of those reviews. The vote to accept or reject the subcommittee's report constitutes the Committee's advice to the President in the case. In the event that the Faculty Personnel Committee votes to advise the President in a manner contrary to the subcommittee's report, the Dean of the College or someone else designated by the President writes a second report that expresses the change of thinking represented by the Faculty Personnel Committee's advice. This report is reviewed at a subsequent meeting of the Faculty Personnel Committee.

The Role of the President

The President, in making nominations for reappointment, promotion, and tenure to the Cabinet, reports the votes of the Faculty Personnel Committee. The Dean reads the subcommittee's report, or the second report accepted in its place, identifying the authors of the report and omitting any personal attribution of commentary. In cases of nomination for reappointment where promotion or tenure is not involved, the Dean may read a summary of the report.

The Role of the Cabinet

The Cabinet votes on the nominations of the President by secret ballot. If the vote is positive, the President carries the Cabinet's recommendation to the Board of Trustees for approval.

Ordinarily, a negative vote of the Cabinet closes the case. The President may, however, renominate a candidate in the same academic year only (i) if there is a need for a terminal one-year reappointment, (ii) if substantial new evidence comes to light, (iii) if two-thirds of the Faculty Personnel Committee requests that this be done, or (iv)

pursuant to a recommendation of the Faculty Grievance Committee, or if required to do so by a court of law. Except where required by court order, only one renomination is possible.

No recommendation for reappointment, promotion, or tenure goes to the Board of Trustees without a positive vote of the Cabinet.

If the President recommends denial of reappointment or tenure after the Faculty Personnel Committee deliberations, the vote of the Faculty Personnel Committee is reported to the Cabinet. The Dean reads the report in the same manner described above. The Cabinet may then, upon action of any member of the Cabinet, vote to have the President and the Faculty Personnel Committee reconsider the case. If the negative decision is reaffirmed after further consideration, the matter is closed. If, on the other hand, a positive decision is reached, the nomination procedure described above pertains.

If the President recommends denial of promotion to the rank of full professor after the Faculty Personnel Committee deliberations, no report is given to the Cabinet.

The Role of the Board of Trustees

Once the President's nominations for reappointment, promotion and tenure have been approved by the Cabinet, these actions are reported to the Academic Affairs Committee of the Board of Trustees and presented to the Executive Committee or the full Board for approval. Only the full Board of Trustees may approve tenure appointments ("appointments for an indefinite period") and promotions to the rank of full professor.

Review Meeting Between the Candidate and the Dean

At the conclusion of this process the Dean meets with the candidate to convey the substance of the review and to respond to questions the candidate may have about the procedure. The purpose of this conference is to assist the candidate in taking advantage of the review findings in his or her development as a teacher and as a scholar or artist.

An unsuccessful candidate for reappointment, tenure or promotion may appeal the unfavorable decision to the Faculty Grievance Committee, subject to the limits of the Grievance Committee's jurisdiction. An unsuccessful candidate must bring such an appeal as a prerequisite to any further administrative or judicial remedies.

Normal Progress toward Tenure

Pomona College has a normal probationary period of six years for assistant professors. This probationary period does not include time at the College at the rank of instructor. Currently, contracts at the rank of instructor may not exceed two years, and the granting of a terminal degree brings immediate promotion to assistant professor. A decision on indefinite tenure will normally be made in the sixth year of service of the probationary period, although a terminal contract could result in seven years of service as an assistant professor. At the request of an assistant professor, the Dean may, at her or his discretion, and in consultation with the department, extend the probationary period and the timing of the decision on indefinite tenure by up to one year.

For a regular faculty member appointed on or after July 1, 1992, who is consistently recommended by his or her department, nominated by the President on the advice of the Faculty Personnel Committee, and approved by the Cabinet and the Board of Trustees and who anticipates a five- or six-year probationary period including a Steele Fellowship (see Chapter II, Section D), normal progress toward tenure is 1) a three-year initial contract as assistant professor, in the third year of which is offered 2) a four-year contract as assistant professor, in the third year of which it is announced that the faculty member will be promoted to associate professor and given tenure.

Note that for appointees with an anticipated probationary period of five years the Steele Fellowship year does not count as part of the probationary period. Persons appointed with anticipated probationary periods of less than five years are not eligible for a Steele Fellowship.

When the probationary period as assistant professor is less than six years due to credit granted for prior service, every effort is made to avoid a pattern of reviews in which the tenure review and the immediately preceding review are in consecutive years. In any case, there must be evidence about teaching that covers the period subsequent to the previous review, normally from the year immediately preceding the tenure decision.

Evaluating faculty members for advancement is one of the most important functions of the faculty and the administration, and this responsibility is taken very seriously. In both reappointment and tenure cases, recommendation by the department or the Faculty Personnel Committee, nomination by the President, and approval by the Cabinet are not merely matters of course; a candidacy may fail at any of these crucial points. Except in the

case of one-year appointments, where no notice is given, it is the practice of the College, although not an obligation, to give notice of renewal or termination as follows:

1. Not later than December 15 of the second academic year of service, if an initial two-year appointment expires at the end of that year; or, if such an appointment expires during an academic year, at least six months in advance of its expiration.
2. At least twelve months before termination of service, after two or more years at Pomona College.
3. In the first year of a two-year contract or in the first or second year of a three-year contract, if such a contract is declared terminal.

Short of termination, the lack of "normal" progress, where there is some doubt about a candidate, may be expressed by a shorter contract period. In such cases, the candidacy may ultimately move back to "normal" progress or be terminated.

Although the tenure decision is not normally made before the sixth year of service as assistant professor, a department may initiate consideration and an assistant professor may be recommended, nominated, and approved for promotion and tenure at any time, from the first year onwards, for truly exceptional merit.

An initial appointment as associate professor may be made under terms negotiated at the discretion of the department and the administration based on service at another institution, and is normally for a three-year period. At the end of this contract, tenure is considered. An initial appointment as full professor with tenure may be made, based on service at another institution, and subject to the approval of the Faculty Personnel Committee, the President, the Cabinet, and the Board of Trustees.

Progress Toward Promotion to Professor

Promotion to the rank of full professor is based entirely on meritorious performance of duties according to the "Criteria for Reappointment, Promotion, and Tenure" that are listed above. A nomination may be made by an individual's department chair or by any member of the Cabinet. In order to guard against oversights, the College will, in all cases, consider an associate professor for promotion to full professor during the eighth year in rank, unless the candidate requests postponement of consideration.

Because promotion depends on merit, elevation to full professor in the eighth year in rank is not automatic. When a promotion is not deemed appropriate, the Faculty Personnel Committee endeavors to provide informed and helpful advice to the candidate, in order to indicate what activities will enhance the prospect of a successful candidacy in the future. This advice will be conveyed orally to the candidate by the Dean of the College, and a written summary will be provided to the candidate and placed in the candidate's file in the office of the Dean of the College for consideration by the candidate's department, the subcommittee, and the Faculty Personnel Committee in the candidate's next review for promotion to the rank of full professor. Normally, candidates will be considered for promotion only once in a two-year period.

The preparation for the review for promotion to full professor takes place during the fall semester; the Faculty Personnel Committee conducts its part of the process during the following spring semester.

Other Policies

Faculty Reviews in Small Departments

In departments with fewer than two tenured (or eight-year rolling contract) members eligible to participate in a colleague's review, a Special Review Committee will be appointed by the Dean of the College in consultation with the candidate and his or her department chair and with the advice of the Faculty Personnel Committee. The Review Committee will consist of members of the department (except any excluded by the department's policy on review participation or recused as permitted by the Faculty Handbook) and at least one tenured faculty member from a related department or program at Pomona or at another of the Claremont Colleges. It must include at least two tenured faculty members. The Special Review Committee will read the candidate's file, discuss the case, prepare the department letter, and be interviewed by the Faculty Personnel Committee subcommittee.

Normally, the Special Review Committee will be formed when a faculty member is hired and will continue through his or her departmental assessment, reappointment review, and tenure and promotion review. It will be reconstituted when there is a substantive change, such as a committee member's departure from the College, and a new committee will be formed when the candidate is reviewed for promotion to full professor.

Reviews of Adjunct Professors

The term "adjunct" designates a full-time, non-tenurable position that is designed to meet specific, narrowly defined instructional needs and is dependent upon demand for the subject area of appointment. Faculty in adjunct appointments are not required to engage in professional achievement or College service.

Since adjunct positions depend upon the demand for the subject matter, in the fall before the scheduled review, data on the departmental enrollments will be assembled based on the Registrar's records, and the department will be asked about sabbatical leave plans. The data to be reviewed will be examined by the department so that any clarifications or responses can be made available to the Faculty Personnel Committee before it advises the Dean of the College and the President about the necessity for the position. The President and the Dean of the College make a decision informed by the recommendation, and this decision will be final and will be communicated to the adjunct professor and the department chair. If the position is found to be needed, then plans for the spring review will be made and the review will be carried out. If the position is not found to be needed, then the dossier will not be assembled for review. Since faculty members in adjunct positions are not required to engage in professional achievement or service assignments within the College, these categories would not be reviewed except insofar as they affect the teaching of the candidate. If professional achievement is related to teaching, it would be reviewed but not sent out to outside professional reviewers.

Beginning in the 2006-07 academic year, the College will offer departments the opportunity to apply to the Faculty Position Advisory Committee (FPAC) for conversion of their adjunct positions to tenured status. FPAC will review and rank the positions according to the criteria outlined in the FPAC Procedures and Guidelines, and the President and the Dean will make a final decision informed by the FPAC's recommendation. If the decision is positive, the department's adjunct faculty members will then be allowed to request conversion to a tenured position.

Before deciding whether or not to seek conversion, a faculty member should meet with his or her department chair, the Dean and the Assistant Dean of the College to discuss the process and possible consequences. It is important to consider that the criteria for tenure, unlike those for adjunct reappointment, include professional achievement and service. If the faculty member decides to request conversion, a tenure review will be conducted, ordinarily in the year following the request. To avoid imposing an undue level of reviewing upon the candidate and department, a dossier that was considered for contract renewal no more than two years earlier may be used. If an earlier dossier is used, however, it must be supplemented with evidence about the candidate's professional achievement and service, including the candidate's publications and related materials as well as written appraisals of his or her scholarly and/or artistic accomplishment from six recognized experts outside the College (see Evaluation of Scholarly and/or Artistic Accomplishment, above). Other materials agreed upon by the candidate, the department, and the Dean may also be added.

If the review is positive, the candidate will become a regular, tenured faculty member. If it is negative, the candidate will retain his or her adjunct contract but cannot become eligible for tenure consideration again.

Pomona College Scholar in Residence

Pomona College will normally offer one appointment of a Pomona College Scholar in Residence each year. The screening of candidates should be based on excellence in scholarship, teaching, and the possibility of service to the College and community including the mentoring and advising of a diverse student body. The College is particularly interested in candidates who have experience working with students from diverse backgrounds and a demonstrated commitment to improving access to higher education for disadvantaged students. The Scholar will teach one or two courses, depending on whether he or she has the Ph.D. in hand. These Scholars could very well be appointed in fields where a tenure-track hiring is anticipated. If departments or programs feel a Scholar merits consideration as a Target of Opportunity (TOP), they can bring him or her forward to the Faculty Position Advisory Committee (FPAC) and Faculty Personnel Committee (FPC), without a national search.

Visiting Artists

"Visiting Artist" is the designation for persons holding term appointments of one to three years in such disciplines as art, dance, music, poetry, and the theater arts. These appointments are given to practitioners of the disciplines in question in order to provide for our students and faculty members fresh stimulation and new or alternative modes of artistry. The precise combination of teaching, artistic performance or production, and other forms of participation in the life of the College varies from appointment to appointment, depending upon the needs of the department and the talents of the appointee. Such appointments may be part-time or full-time. They are not renewable for more than a total of three years.

Short-Term Contract Faculty Evaluation Process

Each person newly appointed to teach at the College on a non-tenure-track, non-rolling contract of three years duration or less, beginning with academic year 1995-96, will undergo an evaluation of teaching during the first

semester of teaching. This evaluation is in lieu of the evaluation process already in place for faculty on continuing appointment. Input for the review of teaching will be from teaching evaluation forms (approved by the Dean of the College) used in all courses, and a letter from the Department via the Department Chair that includes any reports of complaints from the Dean of Students' office, where most student complaints are received (the Dean of the College's office will forward any such reports to the Department Chair). In the case of someone whose teaching is judged unsatisfactory by the Dean and the Department Chair after reviewing this evidence, the faculty member will be notified by December 15 of his or her termination on January 15 (if the review is in the fall term) or by April 30 of his or her termination on May 31 (if the review is in the spring semester).

Promotion Review for Faculty Holding Coterminous Appointments

There are administrators and academic staff members holding faculty appointments with rank that are coterminous with their appointments. For such persons, review files and procedures are as described above for promotion reviews, except that when the dossier is complete, it is usually reviewed by the entire Faculty Personnel Committee without a subcommittee and interviewing process. If a review for promotion to full professor is being considered, two Cabinet members selected as described previously join the Faculty Personnel Committee for the deliberations.

Yearly Schedule for Personnel Actions

- | | |
|---------------------------------------|--|
| September 15 | -- Departmental fall reappointment, tenure and promotion recommendations due |
| Late November/
early December | -- Presidential fall nominations to the Cabinet for reappointment, tenure, promotion, sabbatical leaves and leaves without pay |
| December Board
of Trustees Meeting | -- Action on presidential nominations for tenure, promotion, reappointment, sabbatical leaves, and leaves without pay |
| February 1 | -- Departmental spring reappointment, tenure and promotion recommendations due |
| | -- First-semester chair's reports for departmental assessments due |
| Late April/early May | -- Presidential spring nominations to the Cabinet for reappointment, tenure, and promotion |
| May Board
of Trustees Meeting | -- Action on presidential spring nominations for reappointment, tenure, and promotion |
| June 1 | -- Second-semester chair's reports for departmental assessments due |

Departments are to make nominations for new appointments as soon as possible in the academic year preceding the academic year of appointment.

**Appendix
Chapter II, Section B**

Template for Letter to Students for Evaluation of Teaching Effectiveness

DATE

STUDENT NAME
ADDRESS

Dear (STUDENT),

This fall (spring) the Department of _____ [and faculty of the _____ Program] is reviewing Professor X for (contract renewal/promotion to associate professor with indefinite tenure/full professor) in accordance with College policy. The College ranks teaching effectiveness as an essential criterion for advancement, and the considered opinions of students comprise our most important basis for teaching evaluation.

To this end, I am writing to ask you to write a letter of evaluation of Professor X that can assist us in our review. This letter is important even if you have previously submitted one or more letters or in-class evaluations of Professor X's course(s).

We would appreciate your candid evaluation of the candidate's strengths and weaknesses in the following areas:

- 1) Lecturing;
- 2) Leading seminars and discussions; and
- 3) Guiding laboratories, independent studies, theses, tutorials, studios, performances/exhibitions, student research, coaching, or any other modes of individual or collaborative learning, whether or not explicitly offered for course credit.

We would also value any remarks that speak to your experiences with Professor X as a mentor, advisor, and member of the college community. Please identify your college, type or print your name clearly, and indicate the specific courses that you have taken with Professor X, with the year and semester for each.

The _____ Department encourages you to express your views candidly. Professor X will not see your letter and it will be read only by the faculty of the _____ Department [and _____ Program] and members of the governing bodies of the college involved in the review process. Professor X will be provided with a general summary of the student opinions, but individual student identities, or direct quotations that could allude to a specific student, will not be included.

In order to allow our deliberations to proceed in a timely fashion and meet college deadlines, we would appreciate receiving your letter by _____; you may submit it on paper or by email. Please note that the College cannot use anonymous letters in a review. Your comments are valuable to us, and we thank you in advance for helping us make this important decision.

Yours sincerely,

Department Chair

Template for Letter to Outside Evaluators

DATE

REVIEWER
ADDRESS

Dear Professor [REVIEWER]:

As you know, Pomona College is reviewing [FIRSTNAME LASTNAME], [Assistant/Associate] Professor of [DISCIPLINE], for [contract renewal/promotion to associate professor with indefinite tenure/promotion to full professor]. Thank you very much for agreeing to write us a letter of evaluation concerning [his/her] scholarship.

Enclosed please find Professor [LASTNAME]'s curriculum vitae and a packet of [his/her] scholarly materials. We are asking you, as our consultant, to help evaluate the quality of Professor [LASTNAME]'s scholarship. Please begin your letter by commenting on the extent to which you know or have worked with Professor [LASTNAME]. What are the questions or issues that [his/her] work addresses? How does [his/her] approach compare with and relate to those of others working in these areas? How would you rate the work's conceptual quality, its execution, and its originality? In what ways do the results of Professor [LASTNAME]'s body of scholarship contribute to the field? Please provide the intellectual and professional context for this work.

[If the candidate is a fine or performing artist, replace the preceding paragraph with the following one.]

Enclosed please find Professor [LASTNAME]'s curriculum vitae and a packet of [his/her] work. Professor [LASTNAME] is a [TYPE OF ARTIST] teaching courses in [FIELD(S)]. We are asking you, as our consultant, to help evaluate the quality of Professor [LASTNAME]'s work and provide intellectual and artistic context for it. Please begin your letter by commenting on the extent to which you know or have worked with Professor [LASTNAME]. What are the questions or issues that [his/her] work addresses? In what tradition(s) is [his/her] work situated? How does [his/her] approach compare with and relate to those of others working in these areas? How would you rate the work's conceptual quality, its execution, and its originality? Finally, we are interested in your assessment of the opportunities for professional development and [exhibition/performance] that are available to a [TYPE OF ARTIST] working in an academic position. How effectively has Professor [LASTNAME] pursued such opportunities?

We are asking you because of your special expertise in [DISCIPLINE]. We do not expect you to know much about Pomona College or its review standards. Rather, the members of our department, the members of our College-wide Faculty Personnel Committee, the dean and the president seek your perspective as a scholar.

Your letter will be held in confidence to the full extent allowed by law. In the course of our deliberations, it will be seen only by those faculty and administrators designated by our policies to participate in the review.

In order to meet the deadline set by our administration, we would appreciate receiving your letter by [DATE]. If you have any questions or need further information, please feel free to contact me at [PHONE NUMBER] or [EMAIL ADDRESS]. The [DEPARTMENT] faculty deeply appreciate your effort in helping us with this important matter.

Sincerely,

Department Chair

CHAPTER II

SECTION C COLLEGE RESPONSIBILITIES AND OBLIGATIONS

Faculty members at Pomona College are expected to perform their duties in teaching, professional activity, and service in a professional manner.

Teaching

The first responsibility of the faculty member at Pomona College is to be a good teacher. Methods and styles of good teaching vary, but all require scholarly competence in an academic discipline and willingness to deal with students as individuals. Closely associated with this responsibility are the faculty member's obligations as an advisor, discussed under "Student Relations" in this Handbook.

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

MWF	MW	TTh	Fri
8:00-8:50	11:00-12:15	8:10-9:25	1:15-4:00
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	
Once weekly (M, T, W, Th, or F) afternoon seminars: 1:15-4:00 p.m.			
Monday, Wednesday, or Friday evenings: 7:00-9:50 p.m. (one day per week; with break)			

No class may meet and no additional mandatory class meetings may be scheduled from 4:00 to 7:00 p.m. daily, or after 4:00 p.m. on Tuesdays and Thursdays, unless specifically exempted by the Curriculum Committee.

The Pomona College faculty member has complete freedom in teaching his or her subject in the classroom, although the subjects of courses must be proposed by the department and approved by the faculty or the Curriculum Committee. It is one of the purposes of the four-course curricular system that faculty members should be free to devise the best structure for presentation of a subject--lecture, seminar, discussion group, or tutorial--without the requirement of a minimum or maximum of contact hours. The requirement of attendance is up to the teacher.

The normal faculty teaching load is four courses or the equivalent per academic year, plus any independent study and reading courses. In addition, the normal teaching load includes academic advising of students. A small number of first-year student advisees are normally assigned to all regular faculty members except those in their first year of teaching at Pomona, who are generally not allowed to serve as student advisors. Part-time faculty members are not assigned first-year advisees or asked to supervise independent studies.

Teaching Evaluations

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). The procedure is described in Chapter II, Section B, under Student Evaluation of Teaching Effectiveness.

Student Contact

Faculty members are required to set, post, and keep office hours each week for conferences with students about their work. Because of advising responsibilities, it is especially important that faculty be available in their offices during the week before classes start each semester, the week following Thanksgiving recess, and the last week of April.

A faculty meal plan provides for faculty to join students in the dining halls at the expense of the College, for a total of up to one meal a week.

College Committees

The committee structure is vital to maintaining faculty governance and is a shared responsibility of **all** faculty members. Detailed information on the work of the various committees can be found in Chapter II, Section A, of this handbook.

College Ceremonies

Faculty members are expected to participate in all academic processions in appropriate academic attire. Attendance at these exercises may be excused by the President or the Dean only under special circumstances.

Semester Reports

At the start of each semester each faculty member is expected to return to the Dean a Schedule Card (to report teaching and office hour schedules).

Professional Activities Reports

In December each year, every faculty member is expected to submit an annual report of professional activities conducted during the previous calendar year, including new courses taught; publications, performances, or shows; papers delivered; speaking engagements; service in college or community organizations; professional meetings attended; and grants, awards, or prizes received. A form for this purpose is available on the Academic Dean's web page. A current curriculum vitae should be included with this report.

Outside Employment

Faculty appointments at Pomona College are made with the understanding that faculty members will commit their full time to College responsibilities. Members of the faculty are requested not to make outside commitments without first clearing them with the Dean of the College. Commitments once approved are subject to annual review.

In consulting and other outside employment, full-time faculty members should limit their commitment to a maximum of one day a week during the academic year. Other arrangements must be negotiated with the Dean of the College. The College encourages faculty members to undertake full-time summer employment only if it contributes to their stature as teachers and scholars.

Jury Duty

Faculty members may be called for jury duty in their county of residence at any time. Current court regulations provide that teachers may only have jury duty postponed until summertime; they cannot be excused from jury duty entirely. Serving as a juror or witness constitutes jury duty.

CHAPTER II

SECTION D PROFESSIONAL DEVELOPMENT

Leaves of Absence

Faculty members on continuing appointments at the rank of assistant professor, associate professor, and full professor are eligible for leaves of absence. Time spent at the rank of instructor does not count toward leave eligibility. Leaves are intended to benefit the College as well as the individual for the development of teaching, scholarship, and artistry. Leaves should be taken on a regular basis and should not be taken unless the individual is returning to the College. A faculty member must teach at least two continuous full years between leaves of any kind, and no combination of professional development leaves described in this section may exceed two years. All leaves for the purpose of professional development are reviewed by the faculty Research Committee, the Faculty Personnel Committee, the Cabinet, and the Academic Affairs Committee of the Board of Trustees. On the advice of these bodies, the President recommends leaves to the full Board of Trustees for their approval. Leave reports are submitted to the Vice President for Academic Affairs and Dean of the College as part of the annual Professional Activities Report.

If space is available, it may be possible for a faculty member on leave to occupy his or her office, providing the faculty member, the department chair, and the other department members agree to a space allocation plan for the leave period. This plan must be conveyed in writing to Associate Dean Jonathan Wright by December 1 of the application year.

Applications for all types of leaves discussed below should be made in **October** in the academic year prior to the requested leave. The Associate Dean's Office will notify the faculty each year of the specific deadlines. **IMPORTANT:** Applications received after the published application deadline will **NOT** be considered. Applications for leave must include:

- a. a cover sheet, available on the Academic Dean's webpage;
- b. a request for specific type of leave: seventh-year leave, seventh-semester leave, Steele leave, or leave without pay;
- c. a summarized statement of purpose and plan of study during the leave;
- d. a statement by the individual's department chair, approving the leave and explaining how the department will cover the leave;
- e. a current curriculum vitae;
- f. a request for salary subvention (if applicable);
- g. a copy of at least one application for research support from an external agency by March 15 of the year prior to the requested leave (required if you are requesting salary subvention);
- h. a report on the work undertaken and completed on the faculty member's previous leave (unless this is a faculty member's first leave application).

Please note that a formal leave request must be submitted whether or not external funding has been secured to support the proposed leave. A copy of the leave request must also be sent to the department chair.

Sabbatical Leaves

Sabbatical leaves are opportunities for faculty members on continuing appointments to further their development as teacher-scholars, benefiting both themselves and the College. Therefore, faculty are encouraged to take sabbaticals on a regular basis and should apply for a sabbatical leave only if they are returning to the College after the leave. Eligibility to apply for a sabbatical leave is a function of rank and of semesters spent in full-time teaching service to the College.

All eligible faculty, upon completion of **six** semesters of teaching at the College at the rank of assistant professor or above, may apply to take a leave for research or other scholarly activity on one of the following plans:

- (a) Seventh Semester With Subvention for one semester on full semester salary;
- (b) Seventh Semester Without Subvention for one semester on half semester salary.

All eligible faculty, upon completion of **twelve** semesters of teaching at the College at the rank of assistant professor or above, may apply to take a leave for research or other scholarly activity on one of the following plans:

- (a) Seventh Year With Subvention for two semesters on full salary;
- (b) Seventh Year Without Subvention for one semester on full salary or one year on half salary;
- (c) Seventh Semester With Subvention for one semester on full semester salary;
- (d) Seventh Semester Without Subvention for one semester on half semester salary.

In all cases, the granting of leave requests will depend on the submission of a satisfactory research plan for the leave period, as well as a clear indication that the department in question will be able to meet its curricular obligations without undue disruption. Please note that, in keeping with Pomona's full subvention support, faculty receiving subvention must submit a substantive report of their scholarly activities undertaken during this leave as part of their annual Professional Activities Report.

To provide additional support to faculty members on half-salary sabbatical leave, the College's current practice is to use restricted and unrestricted funds to provide salary subventions. Applications for sabbatical salary subvention must be made in **October** at the same time as the request for leave. The Associate Dean's Office will notify the faculty each year of the deadline. To be eligible for a subvention, the faculty member must apply for support from at least one external source. During sabbatical leaves, faculty remain eligible for research and travel support from the Research Committee.

Steele Fellowships

The Steele Fellowship supports the establishment of a viable relationship between teaching and scholarship early in a faculty member's career. Acknowledging the difficulty of sustaining a research program or artistic activity during the first years of full-time teaching at a liberal arts college, this junior leave offers the opportunity to initiate, continue, or complete scholarly projects that go beyond those accomplished in the course of graduate study.

The Fellowship supports two semesters of leave at full salary, normally taken in the fourth academic year of the probationary period. It follows a thorough review for reappointment in the third year and precedes by two years the review for tenure and promotion to associate professor. A Steele Fellowship is contingent upon the successful outcome of the third-year review. Application to one external source for funding is a requirement of the process for securing a Steele Fellowship. The normal eligibility requirements for sabbatical leaves as described above commence with the first semester following completion of a Steele Fellowship.

All tenure-track faculty members appointed at the rank of assistant professor with an anticipated probationary period of six years are eligible to apply for a Steele Fellowship. Appointees with an anticipated probationary period of five years may apply for a Fellowship, but the leave year does not count as part of the probationary period. Persons appointed with anticipated probationary periods of less than five years are not eligible for a Steele Fellowship; however, they are eligible to apply for leave under the regular sabbatical program. Particular limits of eligibility for junior leave for each new faculty member are described in the initial appointment letter.

Leaves-Without-Pay

Providing the application is received by the October deadline, leave-without-pay for a semester or a year may be granted to faculty members who have special opportunities for study or research at times when they are not regularly eligible for sabbatical leave. Leave without pay for a semester or a year may be requested without regard to rank or term of service, but no combination of sabbatical leave and leaves without pay can exceed two years of continuous absence. **Such leave periods do not accrue teaching credit toward future sabbaticals.** Those granted such leaves are not eligible for Pomona College research or travel grants during the time of the leave without pay; in addition, except under the special circumstances described under Fellowship Leaves, the College will assume no responsibility for a faculty member's benefit payments during a leave without pay. The College's policy on leaves-without-pay for purposes other than professional development (such as medical or family leave) is described in Chapter II, Section E, of this handbook.

Fellowship Leaves

Providing the application is received by the October deadline, fellowship leaves for a semester or at most a year may be granted to faculty members who have special opportunities for study or research at times when they are not regularly eligible for sabbatical leave. Because the stipends of some fellowships may be less than current faculty salaries, a faculty member who receives a prestigious fellowship may apply for an additional salary subvention award. Because faculty often accept such fellowships during a semester-long or year-long leave without pay, when faculty are not normally eligible for College benefits, recipients of prestigious fellowships may also apply for the continuation of medical benefits. In addition, persons on a prestigious fellowship during a period of leave without

pay will be eligible to apply for support from the Research Committee. Further information about this opportunity is available from Associate Dean Wright.

Personal Leaves

Faculty who wish to take a leave from the College primarily for reasons that are not related to their research or scholarly development should make application to the Dean of the College as soon as possible. Leaves of this nature must be approved by the Dean and the President, and if granted will be without pay. Such leave periods do not count as semesters of teaching toward future sabbaticals. Those granted such leaves are not eligible for Pomona College research or travel grants during the time of the leave; in addition, the College will assume no responsibility for a faculty member's benefit payments during such a leave.

Administrative Leaves for Professional Purposes

In order to enhance professional development, certain administrators have the opportunity to take a leave of absence with pay for limited periods of time, for up to one year, for professional improvement. This program is intended as an alternative, but not a supplement, to sabbatical programs for eligible administrators who are also members of the faculty qualified for sabbatical leave. Eligible administrators are the President, the Vice Presidents, the Associate Deans of the College, the Associate Deans of Students, and the Registrar.

Applicants for such leaves submit to the President a description of their proposed plan of study, including any requests for ancillary funds necessary to support the program. Applications should also include indication of how the applicant's responsibilities will be covered during his or her absence. Leave periods do not necessarily coincide with semesters but preferably might make use of the summer with some time extension. The President seeks the advice of the Faculty Personnel Committee and the approval of the Cabinet, and presents recommendations for administrative leaves to the Executive Committee of the Board of Trustees for approval. (The President's personal application is submitted directly to the Executive Committee of the Board of Trustees.) It is understood that the leave will enhance the professional performance of the applicant, and therefore it is expected that a reasonable period of service to the College will be completed following a return from such a leave.

Grants for Research and Travel

Outside Grants

Faculty members are encouraged to seek, whenever possible, support for research from external sources. Those applying for sabbatical salary subventions or Steele leaves are required to submit applications to at least one granting agency. Associate Dean Wright will make faculty members aware of fellowship and grant opportunities and deadlines, and is available to assist faculty with preparing and submitting proposals. The office contains resource materials for this purpose, including grant newsletters and sourcebooks. Numerous online resources are also available to the faculty.

Grants administration is supported by Assistant Controller Brenda Briggs and the Senior Staff Accountant in the Business Office, as well as by Grants Administrator Sandra Fenton in the Associate Dean's Office. The Business Office assists with budget preparation and financial reporting. The Associate Dean's Office oversees grant proposal submission, disbursement and tracking of funds, grant reporting and assessment. Associate Dean Wright is available to help in resolving grant administration problems.

The federal granting agencies impose a limit of two-ninths of annual college salary for summer work. Pomona College observes these restrictions in administering grants from such agencies. While the College has no limits of its own for other outside grants, faculty members should take into account, in making grant budgets, both the time commitment implied by the proposed grant salary (see the one-day-a-week rule cited in the foregoing section about outside employment) and its probable effect on the approval and funding of the project.

Pomona College Faculty Research Grants

The General Research Fund is available for faculty members with the rank of instructor, assistant professor, associate professor, or full professor to support research expenses during the academic year in which the grant is awarded. Lecturers who have taught at the College half-time or more for at least three years are also eligible to apply for research grants, and some postdoctoral fellows may be eligible. College funds for the support of faculty research are administered by Associate Dean Wright, on advisement from the Research Committee. Application forms for these grants are available on the Academic Dean's webpage or from Associate Dean Wright's office. The application deadlines are **October 6, 2011** (general grants), and **February 9, 2012** (general grants and larger research grants, usually for summer work); research grants of less than \$1000 may be applied for at any time. Please see the Academic Dean's website for more information about research grants.

Pomona College Faculty Travel Grants

To support participation at meetings of professional societies, travel grants are available to faculty members with the rank of instructor, assistant professor, associate professor, or full professor. Lecturers who have taught at the College half-time or more for at least three years are also eligible to apply for travel grants; some postdoctoral fellows and Pomona College Scholars may also be eligible. The primary purpose of travel grants is to support dissemination of the scholarly work of the faculty, although attendees, session chairs, and officers of professional societies will be supported with partial grants (see below). College funds to support faculty travel to research-related conferences are administered by Associate Dean W, as advised by the Research Committee. Specific guidelines for applying for travel grants may be found on the Dean's Office website, www.pomona.edu/administration/academic-dean.

All travel grants may (in part) cover round-trip coach or economy fares between major airports (up to a maximum of \$750 for domestic flights and up to an additional \$300 for international flights). In addition, faculty who present a paper, including formal discussion of a set of papers in a symposium, may receive up to \$750 for hotel, meal, and ground expenses, plus registration fees. Faculty who only attend a meeting, chair a session, or attend in the capacity of an officer of a society may receive up to \$350 for hotel, meal, and ground expenses, plus registration fees. Application forms are available on the Academic Dean's webpage or from Associate Dean Wright's office. Please note that applications must be approved by department chairs prior to submission. Applications for conference travel are reviewed as they are received. Early applications for spring and summer trips are *strongly encouraged* so that grant funds can be distributed equitably. Applications for the current fiscal year (July-June) must be received before May 1 for consideration.

Student Research Assistants

Faculty may submit applications by **February 2, 2012**, to the Summer Undergraduate Research Program (SURP) for student research assistants. Detailed information about this program will be disseminated to Pomona College faculty and students in January. Contact Associate Dean Wright for further information.

CHAPTER II

SECTION E BENEFITS AND PERQUISITES

Faculty members who have full- or half-time appointments are eligible to participate in benefits programs available at Pomona College. Pomona College provides benefits for eligible domestic partners of benefits-based College faculty and staff and their eligible dependent children equivalent to those provided to married spouses and children, to the extent feasible and allowable by law. Details may be obtained from the Human Resources Office at Pomona College. The Appendix to Chapter II, Section E, contains a more detailed list of benefits available to faculty and staff.

Insurance Benefits

Group health, disability, and life insurance are available at the College. These are subsidized in full or in part by the College. Details may be obtained from the Benefits Administration Office of CUC.

Group home and automobile insurance policies are also available to faculty members, through payroll deduction if desired. The Benefits Administration Office of CUC has additional information on these policies.

The Claremont Colleges' liability insurance protects an employee of the College when he or she is involved in an accident while operating a vehicle owned or leased by the Colleges (but not a chartered bus) when the vehicle is being used on College business. Anyone who operates a College-owned vehicle must be an authorized driver. When an employee uses his or her own car on College business, any loss must be met first by the employee's own insurance. If a claim is sustained in excess of the limits of the employee's policy, then, and only then, the Colleges' insurance will assume liability for the excess up to the limits of the Colleges' policy. Damage to the employee's car, in any case, is recoverable only from his or her own insurance.

Medical, Family, and Disability Leaves

The Pomona College Human Resources Office and the Disability Office of the Claremont University Consortium (CUC) coordinate the paperwork associated with Workers Compensation and medical/disability leaves (e.g., absence due to work-related or non-work-related illness or injury, pregnancy, childbirth or related medical conditions). In the event of a medical leave, a faculty member will be required to submit a medical certification in support of the leave request.

The College complies with the federal Family and Medical Leave Act (FMLA) and the California Family Rights Act (CFRA), which provide that an employee who has completed at least 12 months of employment (and has worked for at least 1,250 hours during the 12 months preceding the date the leave is to begin) is entitled to an unpaid family/medical leave of up to 12 weeks within a 12-month period measured backward from the date the employee begins to take leave (or up to a maximum of 26 weeks going forward for certain family-military caregiver leave qualifying reasons). In addition, the Pregnancy Disability Leave (PDL) section of the California Fair Employment and Housing Act provides up to four months of unpaid leave for disability on account of pregnancy, childbirth, or related medical conditions. An employee who qualifies for PDL may receive pay during any part of PDL under the Short-Term Disability Plan of the College (also known as VDI), provided that the employee remains under the care of a physician, who certifies that the employee is disabled during that period of time. For more detail regarding eligibility requirements and employee rights and obligations under FMLA/CFRA and PDL, please see the Benefits Policies section in Chapter IV of this handbook.

The College encourages employees who foresee the need for an infant care/family leave or medical or disability leave to discuss their anticipated needs with the Human Resources Office and the Dean of the College as soon as possible.

Undergraduate Tuition Aid

Pomona College offers a plan of undergraduate tuition aid to its regular, benefits-based employees, their spouses, registered domestic partners and eligible dependent children who do not have a bachelor's degree. Such aid is restricted to undergraduate study in any four-year accredited baccalaureate-granting institution in the United States or any two-year accredited institution in the United States that grants an associate's degree counting as progress towards a baccalaureate degree.

Undergraduate tuition aid for an eligible full-time employee is a maximum of 100% of the tuition only for a half-time academic load per term. Regular, benefits-based employees working less than 100% FTE are eligible for pro-rated tuition aid.

Undergraduate tuition aid for an eligible spouse, registered domestic partner and/or dependent child(ren) is a maximum of 50% of the tuition only per term, not to exceed 50% of Pomona College tuition. Regular, benefits-based employees working less than 100% FTE are eligible for pro-rated tuition aid for their eligible spouse, registered domestic partner and/or dependent child(ren). A dependent child is entitled to a maximum of 50% of the tuition, even when more than one parent is employed by the College. An eligible employee may not receive a combination of tuition aid as an employee and a dependent.

All eligible employees have a waiting period of twelve (12) months of employment before tuition aid may be granted. Aid is available for eight (8) full semesters or twelve (12) full quarters of study or an equivalent combination of terms (semesters, quarters and summer sessions). Eligibility for dependent children ceases at the end of the term during which the age of 25 is reached.

Application for benefits under this policy must be made PRIOR to the term of attendance. Forms may be obtained from the Human Resources Office, Alexander Hall 129, and should be returned to the Human Resources Office for review and approval.

Child-Care Priority Access

Pomona College has developed a special arrangement with the Claremont United Church of Christ, Congregational, Early Childhood Center. This agreement will provide dependents of Pomona College's regular, full-time, benefits-eligible employees priority access to 20 day-care spaces at the Early Childhood Center for the 2011-12 academic year. The Early Childhood Center will also be available for day-care to dependents of employees on holidays when employees are required to work but their own day-care facilities are closed. Drop-in care for well children of Pomona employees not in the priority access program will also be available.

Flexible Spending Account (FSA) Dependent Care Subsidy

Benefits-based employees are offered a dependent care subsidy by the College. Participation in the Flexible Spending Account (FSA) Program is required to receive this benefit. Pomona's contribution will depend upon the employee's annual salary (inversely proportional) and is deposited directly into the employee's FSA account. The subsidy program operates on a calendar-year basis with enrollment coinciding with the annual benefits open enrollment period in October-November each year.

Faculty Housing

Rentals

Pomona College owns a small number of 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. The current policy is printed in Chapter IV of this handbook.

Faculty Loan Policy

The Trustees of Pomona College have implemented a program to assist faculty members who wish to purchase homes in the Claremont area. The current policy is printed in Chapter IV of this handbook.

Retirement

As of January 1994, Federal law terminated mandatory retirement ages. Any member of the faculty or any administrator with faculty status may be granted the title of emeritus or emerita, providing that he or she retires while holding faculty standing at the College.

Academic Retirement Plan (ARP)

Faculty members with the rank of full, associate, or assistant professor are eligible to participate in the Academic Retirement Plan immediately upon employment. For most other eligible employees, including faculty members with the rank of instructor, there will be a one-year waiting period. Adjunct faculty, visiting faculty, and lecturers will have a two-year waiting period.

The College pays an amount equal to 10% of that part of a faculty member's salary qualifying as the FICA base and, for calendar year 2012, an amount equal to 13.7% of any part of the salary exceeding the FICA base into the Academic Retirement Plan. You may direct this College contribution to a variety of investment options offered in the Plan (contact the Office of Retirement Services at CUC for more information about the options available).

Phased Retirement Option

The College's Phased Retirement Policy is set forth in Chapter IV.

APPENDIX

CHAPTER II, SECTION E

Benefits provided by the College (at no cost to eligible faculty members):

- *Athletic Privileges.* Free use of athletic facilities (courts, exercise rooms, fields, pools) and admission to “home” and “away” games for all faculty members, their spouses/domestic partners and eligible dependents.
- *Basic Life Insurance.* Pays death benefit of 1x the employee’s annual salary (rounded to the nearest thousand), from a minimum of \$20,000 up to a maximum of \$50,000, to the employee’s beneficiary for all causes of death; in the absence of an eligible beneficiary, pays proceeds in the following order: spouse/domestic partner, child(ren), parent(s), estate.
- *Basic Retirement Plan.* Provides College contribution of 10% of salary up to Social Security base and, for calendar year 2012, 13.7% of amount in excess thereof.
- *Employee Assistance Program (EAP).* Provides professional and confidential counseling to the eligible faculty member, spouse/eligible domestic partner, all eligible dependents, and members of immediate household.
- *Faculty/Staff Fitness/Wellness Program.* A variety of classes and workshops offered through the Physical Education/Athletics Department and the Human Resources Office.
- *Library Privileges.* Full use of campus-wide library facilities by faculty member and eligible family members.
- *Moving Allowance.* Provides supplementary financial support to eligible new faculty members for transport of household goods and personal effects from point-of-origin to Claremont, subject to Internal Revenue Service (IRS) regulations.
- *On-site Amenities.* An Automated Teller Machine (ATM) is located at Smith Campus Center.
- *Paid Parental Leave Time.* Provides a maximum of one semester of paid leave time, at 100% of salary, to faculty experiencing the event of a birth or adoption. May be used only during an approved FMLA/CFRA leave. For more detail, please see the Benefits Policies section in Chapter IV of this handbook.
- *Parking Privileges.* Free campus-wide parking upon vehicle registration with Campus Safety.
- *Rideshare Program.* Provides incentives to all faculty members who carpool, vanpool, walk, bike, or take public transportation to come to work.
- *Travel Accident Insurance.* Coverage for accidental death or dismemberment while traveling on College-authorized business.
- *Vision Care.* Coverage for an annual eye examination within the VSP network and a 20% discount on eyewear, with an optional employee-paid buy-up plan for additional coverage of employee and family.
- *Workers Compensation.* Provides partial compensation for wage loss in case of on-the-job injury, illness, or death.

Benefits Co-Paid by the College and Eligible Faculty Member:

- *Dental Insurance.* Coverage available under two plans: prepaid (HMO-type) or reimbursable (indemnity-type) through Delta Dental of California.
- *Domestic Partners Program.* Provides eligible domestic partner and dependent(s) certain benefits such as health insurance, home purchase loan with eligible faculty member, undergraduate tuition aid, and user

privileges at the libraries of The Claremont Colleges and at Rains Center. (N.B.: A portion of the health plan premium, i.e., the incremental difference between the contribution of “employee only” and “employee-plus-one” or “employee-plus-two-or-more” is taxable to the faculty member, in accordance with IRS regulations.)

- *Entertainment Discounts.* Special offers to amusement parks and other entertainment agencies at group or seasonal rates.
- *Faculty Housing.* Provided on a six-year basis, generally according to the following priority order: new faculty, current faculty, and visiting/temporary faculty, with preference given to those in the junior ranks.
- *Halona Lodge.* Use of College-owned cabin in Idyllwild for a small fee.
- *Health Insurance.* Medical and hospital benefits to eligible faculty member and dependent(s) through either of two health plans: Kaiser and Anthem/Blue Cross.
- *Home Loan.* Assistance to eligible faculty members in purchase of homes within a five-mile radius of Alexander Hall.
- *Long-term Disability Insurance (LTD).* Provides benefit at 66-2/3% of salary if eligible faculty member is disabled for longer than six months and cannot perform any occupation for which he/she is reasonably suited (coordinated with short-term disability insurance).
- *Social Security.* Provided through equal contributions of the College and all faculty members for retirement, total and permanent disability, and death benefits.
- *Undergraduate Tuition Aid.* Partial support of undergraduate tuition expenses of eligible dependent(s) for up to the equivalent of eight semesters or 12 quarters or an equivalent combination of terms (semesters, quarters, and summer sessions).
- *Zipcar Program.* The College contracts with Zipcar car-sharing to provide rental cars for faculty, staff, and students on campus. Information is available at <http://www.zipcar.com/pomona/>.

Benefits Paid by Employee:

- *Automobile Insurance.* Provides group insurance rates paid through payroll deductions.
- *Benefits Conversion at Termination.* Provides option for terminating faculty members to continue on the College’s group health and dental plans as authorized by the Consolidated Omnibus Budget Reconciliation Act (COBRA).
- *Credit Union.* Membership eligibility based on employment with loan payments and/or savings deposits made through payroll deduction.
- *Family Care Leave (FMLA and CFRA).* Provides up to 12 weeks of unpaid leave in a 12-month period (or up to 26 weeks of family-military caregiver leave for certain qualifying reasons) for faculty members who have completed 12 months of employment and at least 1250 hours of service in the 12 months preceding the proposed leave; to be used by faculty members to provide care for a family member with a serious health condition; or the birth, adoption, or placement for foster care of a child; or the faculty member’s own serious health condition; and for family-military leave concerning qualifying exigencies and to care for an injured or ill covered servicemember (FMLA only). For more detail, please see the Benefits Policies section in Chapter IV of this handbook.
- *Flexible Spending Accounts (FSA).* Allows for payment of dependent care and out-of-pocket health care expenses with pre-tax dollars up to a maximum of \$5,000 for dependent care and \$8,000 for out-of-pocket health care per calendar year. There is also a component for individually purchased insurance.
- *Home Insurance.* Provides group insurance rates paid through payroll deduction.
- *Long-term Care (LTC).* Provides benefits for extended convalescent or custodial care beyond what is covered by Medicare and most major medical/health insurance plans.

- *Paid Family Leave (PFL)*. Provides partial salary replacement for up to six weeks for an employee who takes time off to care for an ill child, spouse, or registered domestic partner or for the birth, adoption, or foster care placement of a child. PFL does not guarantee job retention or reinstatement. However, if you are eligible for leave under the FMLA or CFRA, your job may be protected; you must apply separately for such a leave. The terms of PFL are complex. If you anticipate requiring this benefit, you are advised to contact the Human Resources Office for specific information that pertains to your own situation.
- *Personal Accident Insurance (also known as Accidental Death and Dismemberment)*. Provides coverage for death, loss of limb, or paralysis caused by an accident.
- *Short-Term Disability Insurance (VDI)*. Provides for up to 52 weeks of basic disability benefits in partial compensation for wage loss during an approved medical leave of absence.
- *Supplemental Life Insurance*. Additional coverage in the amount of one to four times annual salary at the time of enrollment.
- *Supplemental Retirement Annuity*. A tax-deferred annuity (TDA) plan provides a selection of investment vehicles such as Fidelity Investments, The Vanguard Group, and TIAA/CREF.
- *Tri-term Life Insurance*. Provides individual and portable coverage for eligible faculty member, spouse/domestic partner, and dependent child(ren); initial premium is stable for three years if no changes are made.

CHAPTER II

SECTION F SERVICES AND FACILITIES

Information Technology Services

The mission of Information Technology Services (ITS) is to serve the students, faculty, staff and administrators of Pomona College effectively by providing excellent services and high-quality information technology resources. A central focus for the department is the support of instructional and research technologies at Pomona College.

The ITS staff are housed in the Information Technology Building at 156 East 7th Street. In addition to technical support staff and the Help Desk, instructional technologists are available to consult with faculty working on curricular projects, trying out a new instructional technology, or previewing software. Resources include one-on-one consultation, digital video editing, high-end graphics in the multimedia lab, CD/DVD burners, flatbed and slide scanners, digital cameras and a variety of special-purpose software. Technical assistance ranging from computer configuration consultation to digitizing audio and video curricular materials for use in courses is available from ITS staff.

Additional campus technology resources:

- The campus network extends to all buildings and provides access to campus resources as well as the Internet. Pomona's connection to the Internet is via a shared link that is managed by the consortium and provides access to both Internet 1 and Internet 2.
- ITS supports both Windows and Apple platforms.
- The campus email system is Microsoft Exchange.
- Technical support for College-owned hardware/software is provided by ITS staff.
- Pomona participates in Microsoft's Campus Agreement program, which enables us to keep desktop productivity tools (MS Office: Word, Excel, Access, and PowerPoint) up-to-date on College-owned machines and also enables us to provide faculty and staff with this software for installation on a *single* personally owned computer.
- Faculty may access their email accounts from anywhere in the world using Outlook web access via any web browser that supports Java and frames.
- Faculty use the campus portal at <https://my.pomona.edu> to check class lists, access advisee information, and submit grades.
- Sakai, a Web-based collaborative learning environment, is available for all courses. The course sites are set up and pre-populated with enrollment. Enrollment is updated frequently during the drop-add period. Wordpress and other social software packages are also available for course or research Web sites.
- Additional instructional technologies available for faculty include the Luna Insight image display and management system, a Web-based storage and distribution service at <http://wfs.pomona.edu>, and a digitized video service at <http://video47.pomona.edu>. A variety of multimedia, analysis and additional instructional software is also available. Contact ITS for information on specific software.
- The Information Technology Building and Duplicating Services provide color, transparency, and oversized printing services.
- There is one 24-hour lab available for student use in the Information Technology Building.
- All faculty are provided with email accounts, file storage space, and personal web space on the network servers. Requests for larger amounts of storage space should be submitted to ITS.
- Computer classrooms are located in the Information Technology Building and in the Hahn Social Science Resource Center. As of summer 2009, the classroom in the Information Technology Building has 20 dual-boot Apple computers. The Hahn Building offers 24 Windows XP desktop computers. The classrooms may be used for computing-intensive courses as well as courses that require occasional access to instructional software or the Internet. The Information Technology Building classroom may be scheduled through ITS; Hahn is scheduled through <http://emsweb.claremont.edu/pomona/>.
- ITS supports all "technology-enhanced" classrooms on campus. These classrooms have data projectors, a computer, laptop connections, and a variety of audio/visual equipment permanently installed in them. Technology-enhanced classrooms are located in Hahn, Carnegie, Seaver North, Seaver South, Richard C. Seaver, Seaver Theatre, Pearsons, Crookshank, Mason, LeBus, Millikan, Andrew, and Lincoln-Edmunds.

- Through its training program, ITS offers workshops and one-on-one tutorials on various topics including learning management systems, specialized software, and productivity tools. Contact the ITS Service Desk (formerly the Help Desk) to request a session.
- Wireless networking is available on campus. Details about wireless access on campus are available at <http://wireless.pomona.edu>.
- The ITS website at <http://its.pomona.edu> contains information about the various services and resources.
- ITS provides an online Knowledge Base that can be used to resolve issues independently. The knowledge base is located at <http://helpdesk.pomona.edu>. If an issue cannot be resolved there, a ticket for the issue or question can be created from that site.
- ITS provides a separate portal for accessing service requests and incident reports, and this can be accessed by going to <http://servicedesk.pomona.edu> and logging in with your campus credentials.

Contact numbers:

- Problems may be logged with the ITS Service Desk by calling ext. 18061, by sending an email message to helpdesk@pomona.edu or by logging into <http://servicedesk.pomona.edu>. The ITS Service Desk is staffed between 8:00 a.m. and 5:00 p.m., with additional hours being dependent on staff schedules.

Duplicating Services

The College maintains a central duplicating service (ext. 72820). The labor in this service is free to faculty members, but the materials involved are charged to department budgets. Pomona College adheres to U.S. copyright law by following the requirements of the Copyright Act of 1976 and the guidelines endorsed by Congress concerning duplication of materials for educational use (see Chapter IV).

Athletic Facilities

Faculty members may use the College's athletic facilities when they are not in use for classes or intercollegiate teams. Please check with the Department of Physical Education (ext. 18016) regarding the hours that Alumni Field, Pendleton Pool, and Haldeman Pool will be available for recreation.

Automobile Regulations

Parking areas on The Claremont Colleges campuses are restricted. Faculty members who wish to bring their cars to the campus should obtain from the Office of Campus Safety at 150 East 8th Street a parking sticker for each car they wish to bring to campus, which will allow unlimited parking in almost all areas at no expense. If you anticipate using more than one family car on campus, you should register each car. Parking stickers must be renewed each year.

Automobile Insurance Coverage

The College assumes no responsibility for damage or loss of personal vehicles parked or driven on campus. Employees who use their own vehicles to carry out College business are not insured by the College's automobile liability insurance. Automobile insurance carried by the owner is the primary source of coverage for losses or injuries sustained during such use of privately owned vehicles. Contact the Controller's Office for details of coverage.

Authorized Driver Program

Your driving record will be reviewed in compliance with Risk Insurance requirements if you are expected to drive a College vehicle in the course of your employment. You will not be allowed to operate a College vehicle until a satisfactory record is confirmed through the Department of Motor Vehicles (DMV). Once authorized, you will be covered by the College's insurance when driving a College vehicle on official business.

You must meet the following criteria to be authorized to operate vehicles that are owned by Pomona College: (1) current/valid U.S. driver license; (2) no moving violations, at-fault accidents, or citations for reckless driving or driving under the influence of alcohol or drugs in the last three (3) years.

Under the College's Rideshare program, a carpooler is guaranteed a ride home in the event of an emergency (e.g., carpool driver's vehicle is disabled, carpool driver has to leave on an emergency, thus "stranding" carpool passengers, etc.). When a College vehicle is released for this purpose, an "authorized driver" is still required.

Pomona College Human Resources Office

The Human Resources Office, located in Alexander Hall, is dedicated to providing service, assistance, and resources to Pomona College employees. Its goal is to respond quickly and efficiently to faculty and staff questions and concerns, as well as provide appropriate referrals.

Pomona College prides itself on being an open, competitive, and equal opportunity employer. The College does not discriminate on the basis of race, color, creed, religion, national or ethnic origin, sex, gender, age, sexual orientation, gender identity, marital status, pregnancy, disability, medical condition, or veteran's status.

Pomona College strives to be an employer of choice, able to attract and retain the highest-calibre employees. You are invited to contact any member of the Human Resources Office for guidance, counseling, or other assistance whether specific or general in nature.

Pomona College Business Office

Most of Pomona College's business affairs are handled at the Pomona College Business Office, located in Alexander Hall. Some business services, including benefits and risk insurance, are provided for the College at CUC.

Halona Lodge

The Associated Students of Pomona College own a small lodge in the San Jacinto Mountains in Idyllwild. During the academic year, student and faculty groups use Halona frequently for activities relating to the college program. Faculty members may reserve the cabin for use during vacations by contacting the ASPC Office. A small fee is charged.

Credit Union

Faculty members are eligible to join the First City Credit Union. The credit union offers insured savings accounts and low-cost personal loans to members. There is a small application fee and one must open a share savings account to join. Loan payments and checking/savings deposits can be made through regular payroll deductions. The credit union is located at 250 West First Street, in Claremont.

CHAPTER III FACULTY-STUDENT RELATIONS

SECTION A STUDENT RELATIONS

Advising

Faculty members are recommended to the Dean of Students' Office by their departments to serve as advisors to first-year or transfer students on the preparation of their curricular program and other matters. Returning students may choose their own advisors. The advisor is regularly notified by the Registrar of any low grade notices and has access to the advisee's academic records via the College's portal (<http://my.pomona.edu>).

Students with severe academic difficulties or other personal problems may be referred to Monsour Counseling and Psychological Services. A booklet issued by the Counseling Center entitled *Guidelines for Faculty and Staff at The Claremont Colleges: Helping and Referring the Distressed Student* is of assistance in identifying and counseling students who are particularly troubled. Students with disabilities may be referred to the Associate Dean of Students for Student Learning and Support, who serves as the College's Disability Coordinator (also please see the *Statement on College Facilities, Resources, and Services for Students with Disabilities* in Chapter IV of this Handbook).

To ensure the accuracy and quality of student advising, it is important for all faculty, and especially advisors, to be thoroughly conversant with the academic program and regulations of the College.

Before a faculty member goes on leave or leaves the College, he or she should notify his or her advisees of this fact so that they can select a new or interim advisor if they wish. On leaving, the faculty member must give the department chair or program coordinator the files of any remaining advisees. The chair will then make an appropriate distribution of the advisees in question among members of the department and inform the advisees of the new arrangements. The intention of this procedure is that no student should be without an explicitly identified advisor. It does not affect the right of the student to choose an advisor: that may always be done on the initiative of the student.

Letters of Recommendation

Students often ask faculty members to write letters recommending the students for admission to graduate and professional schools, for fellowships and awards, and for employment. The common procedure is for faculty to keep copies of letters of recommendation that they elect to write in their files. Generally, such letters are addressed to specific persons, programs, or institutions and can be referred to by the faculty member at a later time if a graduate requests additional letters of recommendation.

The Family Educational Rights and Privacy Act (FERPA) regulates the privacy of education records and establishes the rights of students in regard to their education records. Among these are the right to inspect and review their records and the right to challenge the content of records that a student feels may be inaccurate or misleading. A letter of recommendation that is maintained in the records of any employee or agent of the College is an education record.

Students have a right to request to inspect and review such letters unless they have specifically waived the right to access the letter.

The decision whether to write a letter of recommendation is an individual one and, of course, voluntary. Faculty members may choose to maintain a personal policy of agreeing to write letters of recommendation only on condition that the student signs a waiver to cede right to access. Faculty may also choose to establish such a condition, on a letter by letter, student by student, basis, without reducing it to a consistent policy or stating it explicitly anywhere. The decision to write a letter in the absence of a waiver is, in every case, up to the individual faculty member.

If you do not want a student to exercise his or her right to access a letter you have written on his or her behalf, you must retain a copy of the student's written request/waiver.

Before writing the letter, the faculty member should obtain a written request from the student both authorizing the release of information and clearly indicating whether the student has waived the right of access to the letter. The request form should accompany the submitted letter of recommendation so that the reader/recipient will know whether the student has waived the right of access to the contents of the letter. Faculty should always retain copies

of request/waiver forms with their letters that are maintained in their personal files. It should be noted, however, that there are no regulations that require institutions to maintain letters of recommendation.

Generally, letter of recommendation request/waiver forms are provided by the intended recipient of the letter, but their formats may make it inconvenient for you to keep them in your records, whether paper or electronic. Students may be directed to the Office of the Registrar's website to download a generic Pomona College Letter of Recommendation Request/Waiver form.

For further information on the College policy regarding student records, contact the Office of Student Affairs.

Field Trips

Field trips are an important part of certain courses, and students going on approved field trips are entitled to make up examinations they miss in other classes because of such trips.

Instructors should seek permission for field trips first by checking the master calendar on the Claremont Colleges' web page (www.collegescalendar.org) to avoid conflicts with major events and other trips, and then by sending a request to the Dean by the opening day of the semester, giving course title, trip destination, and dates and times of departure and return. The Dean's Office will post the dates of all approved field trips on the Pomona College web site, so that some mid-term examinations may be scheduled around them. Permission for field trips involving one or more days which conflict with attendance in other courses is limited to two occasions per semester in any course.

The College does not require the use of College-owned vehicles for field trips or related off-campus events. Students driving personal vehicles for a field trip must rely on their personal automobile liability insurance. Pomona's policy would not respond to a claim. Faculty driving their own personal vehicles also rely on their personal automobile liability insurance as the primary coverage. However, the College's automobile liability insurance would provide excess coverage over the faculty member's policy limits. When private cars are used, the drivers should be warned that accepting payment from passengers voids private automobile insurance. In these, as in other cases, commitment of College funds may not be made except through appropriate administrative officers of the College.

Anyone using a College-owned vehicle must be registered with the College as an authorized driver. The College's authorized driver program is described in Chapter II, Section F.

CHAPTER III

SECTION B ACADEMIC REGULATIONS

Faculty members are expected to know and to abide by the faculty academic regulations in the Catalog (<http://catalog.pomona.edu>). These rules were established by the faculty and designed to assure equal and consistent treatment of students: exceptions to them may be helpful to one student but unfair to others. The regulations were also designed to protect individual instructors from unnecessary extra work and from time-consuming responses to the importunities of individual students; for example, requests for incomplete grades. It is the business of the Academic Procedures Committee to decide upon the petitions of students for exceptions to the rules and regulations, and faculty members should refer questions to the Registrar, who can advise on procedures. Each student petition must be signed (or, via email, forwarded to the Registrar) by the relevant faculty members, who are asked for their comments on the exceptional circumstances which might justify an exception. The granting of such a petition depends upon the existence of especially compelling circumstances and should not be viewed as routine.

Some Important Rules and Regulations

Add/Drop/Pass/No Credit Grading Option. Students may add courses through the 10th instructional day of the semester. If a student fails to attend the first two meetings of a course, and the absences were not approved in advance by the instructor, the instructor may ask the Registrar to drop the student from the class. However, students will not automatically be dropped from a course they do not attend. The drop deadline is near the midpoint of the semester and is announced on the College calendar on the Pomona web page. Drops do not require the instructor's approval. Students who wish to withdraw from a course after the drop deadline by petition to the Academic Procedures Committee present the petition to the instructor for corroboration and comments for the committee's review. The deadline for students to declare the Pass/No Credit grading option is the end of the 10th week in the fall semester and the end of the 11th week in the spring semester, as announced in the College calendar. Faculty may declare certain courses to be ineligible for Pass/No Credit grading. Faculty are urged to provide graded evaluation to students before the drop and P/NC deadlines.

Prerequisites. Students and their advisors are responsible for making sure that students have taken or are taking appropriate courses that may be prerequisite to courses for which they register; Pomona College has an honor system as regards prerequisite fulfillment. Instructors are sent reports after pre-enrollment and at the beginning of the semester detailing the background of the students in the course in the subject area(s) of any prerequisites that might exist for the course. If deficiencies are noted for some students, instructors may request that the Registrar disenroll those students. Email addresses are provided so that when there is an apparent lack of preparation, faculty can initiate a discussion, as students frequently have equivalent coursework or experience.

Low Grade Notices. Instructors are asked to submit Low Grade Notices via the portal for students whose work is unsatisfactory by the midpoint of the semester; additional notices may be submitted at any time. These reports ensure communication between the student and his or her advisor regarding the student's academic status and provide critical information enabling the Dean of Students to identify students who may need additional advising or intervention. The notices are also useful to the work of the Academic Standards Committee.

Late Papers. No papers or other assignments may be accepted after the regularly scheduled final examination time for each class each semester. Instructors may set earlier deadlines of their own but may not extend beyond the official deadline of the regularly scheduled final exam time. Final grade changes based on late work are not allowed.

Incomplete Grades. The grade "I," Incomplete, is given *automatically* for one reason only: verified illness on the date of the final examination. This is the only circumstance in which the Registrar may unilaterally record an "I" grade on the report of the instructor. The Pomona College Catalog explains the circumstances allowing a student to petition the Academic Procedures Committee for an "I" grade, and deadlines for filing petitions and for removing the grade. Unless another date is approved by the Academic Procedures Committee, the deadline for completion of work is the end of the first week of the next semester after the Incomplete was granted.

Academic Honesty. Each instance of violation of the college's standards of academic integrity must be reported to the Dean or Associate Dean of Students. If the student acknowledges that she or he is responsible for an act of dishonesty in a course and the Dean of Students reports that there have not been other instances of academic dishonesty involving the student, the instructor should impose a penalty proportional to the severity of the dishonesty; the sanction must be course specific, and once assigned, the violation and the sanction must be reported to the Dean of Students. If the instructor believes that the first infraction is so serious that a sanction within the bounds of the course is insufficient, the instructor may indicate that special circumstances are present; in this case, the procedures followed will be the same as those for a second violation of the Academic Honesty Policy. If the student disputes the charge of dishonesty, the case will be referred to the Academic Discipline Board. A student's

second offense, whether in the same class or another, is automatically referred to the Academic Discipline Board (see the Academic Honesty Policy and Procedures in Chapter IV of this handbook).

Grade Records. Course grades must be submitted as scheduled by the Registrar and announced in the College calendar. A faculty member may not change a grade after it has been recorded except in cases of clearly documented clerical error, and then only with the approval of the Assistant Dean of the College. Grade change requests based on late work or on re-evaluated work will not be accepted.

Grade Standards. Grades recognize and evaluate student achievement and standing. They may be based on one or more of the following: mastery of course materials, performance compared to that of peers, and individual improvement during the course. Passing letter grades range from A through D; F signifies a failing grade. Grades A through D may be modified with + or – to reflect finer distinctions. The grade of A+ indicates superlative achievement and is rarely given.

Disputed Grades. In 1973, the faculty approved a procedure to handle cases of serious dispute between an instructor and a student over a grade. Disputes that are irresolvable by the instructor, the Dean of Students or Associate Dean of Students, or the Dean of the College may be brought before a faculty hearing committee with final authority over the matter (see Chapter IV).

Withdrawal from a Course. A faculty member may recommend to the Academic Procedures Committee that a student who is unable or unwilling to do the work in a course be dropped from that course—before or after the regular drop date. Otherwise, after the official final drop date listed in the official College Calendar, a petition to *withdraw* must be submitted to the Academic Procedures Committee with the instructor's and advisor's recommendation. If the petition is approved, the student will receive a grade of “W” in the course.

Final Examinations. Instructors may choose whether or not to assign final examinations. If an exam is given it must be given on the date and at the hour assigned for the course in the Final Examination Schedule, as announced on the academic calendar. The times of final examinations may be changed only on advance petition to the Academic Procedures Committee and only for valid reasons, which do not include personal convenience, that of either the instructor or the student. In addition, no extra class meetings outside the normal class schedule (other than voluntary review sessions) may be scheduled during the last five days of classes in any semester.

Faculty Regulation on English Language Standards. In the evaluation of all academic exercises, the quality of English usage may be considered. Every student in every course is expected to use language that is grammatically correct and logically sound. Failure to meet the standards set by the instructor for each course may result in a lower grade or failure. Students and faculty may find Diana Hacker's *Rules for Writers* useful in writing and revising papers. The College's Writing Center provides resources for student writers at all stages of the writing process, including consultations on assignments in any discipline as well as on overall writing skills.

Requirements for Graduation

1. 32 courses: A total of 32 course credits are required for graduation. These can be accumulated by a combination of courses taken at Pomona, cross-enrollments at the other Claremont Colleges, Advanced Placement or other advanced standing credits, credits transferred on entrance from another college (except online courses, which are not transferable), approved summer school work at other colleges, or independent study supervised by Claremont Colleges faculty, subject to limitations described in the Catalog. Thirty of the 32 courses required for graduation must be taken after matriculation as an admitted student to Pomona or other eligible college or university. Transfer students must take at least 16 courses in a minimum of four semesters at Pomona. No more than eight cumulative courses (cumulatively equivalent to two full courses) will be applied to the 32 courses required to graduate. Students are expected to graduate at the completion of eight academic semesters at the College; exceptions require approval of the Academic Procedures Committee. (Transfer students are expected to graduate on a corresponding schedule based on the number of credits transferred in upon matriculation, with the assumption that on average four courses will be taken in each semester at the College.)

2. Critical Inquiry Seminar (ID1): The Critical Inquiry Seminar must be taken by all first-year students. If a student does not pass the Critical Inquiry seminar with at least a C-minus grade, the student will be required in the spring semester to undertake a Writing Tutorial—a series of meetings with the Director or Assistant Director of College Writing—to refine the skills of academic written inquiry. Within the subsequent two semesters (that is, by the end of the sophomore year), the student must then complete a writing-intensive seminar. The choice of seminar will be undertaken in consultation with the student's academic advisor and must be approved by the Director of College Writing. Students who receive below a C-minus grade in the Critical Inquiry seminar are also automatically put on probation for the second semester of the first year.

3. General Education:

- a) Breadth of Study Requirements

Students must take at least one course in each of the following five areas. Where interdisciplinary programs are listed, such as American Studies or Environmental Analysis, only the courses whose numbers begin with the program's acronym (e.g., AMST or EA) satisfy the relevant area requirement. All full-credit courses satisfy area requirements, with the following exceptions: the Critical Inquiry Seminar, foreign language courses numbered below 100, senior theses and projects (numbered 191 and above), and Independent Study courses (numbered 199RA, Research Assistantship; 199IR, Independent Research or Creative Project; and 199DR, Directed Reading). Courses offered at the other Claremont Colleges in disciplines not represented below are evaluated on a case-by-case basis. No two breadth areas can be fulfilled with courses from the same discipline; i.e., it is not permissible to have only one discipline represented in two different areas. Much of the Pomona curriculum is interdisciplinary, and it is understood that students may be exposed to more than one curricular area in a single course, yet each course satisfies only one breadth area. The breadth area that a course fulfills is determined entirely by the department that offers it, with rare exceptions as noted below. (This is an issue that students frequently challenge. Petitions to the Academic Procedures Committee for exceptions—that is, for permission to have a course fulfill a different requirement than the one determined by the course number—are rarely approved: the faculty of the College specifically expressed, when the breadth system was approved, that since there are so few requirements, it is no burden on students simply to take another course when there is apparent overlap in the area covered.)

Breadth of Study credit is not awarded for Study Abroad or other external program coursework. Students admitted as transfer students are awarded Breadth of Study credit for work completed outside The Claremont Colleges prior to matriculation, but once students matriculate, Breadth of Study requirements can be fulfilled only by courses taken in residence at The Claremont Colleges. Students are encouraged to fulfill all Breadth of Study requirements within the first two years.

Area 1: Creative Expression

Art and Art History
Classics*
Dance
Literatures*
Media Studies (courses that start with MS)
Music
Theatre

*Includes English, Chinese, French, German, Japanese, Russian, Spanish, and Classical literatures, including literature in translation. Foreign language and literature courses offered at less than an advanced level do not satisfy an area requirement. Area 1 may also be fulfilled through a combination of partial-credit courses in Dance, Music, or Theatre, subject to the regulations listed in the relevant department chapters of the Catalog.

Area 2: Social Institutions and Human Behavior

Anthropology
Economics (except ECON 057)
Environmental Analysis (courses that start with EA)
International Relations (courses that start with IR)
Linguistics and Cognitive Science
Philosophy, Politics and Economics (courses that start with PPE)
Politics (except POLI 090)
Psychology (except PSYC 158)
Public Policy Analysis (courses that start with PPA)
Science, Technology, and Society (courses that start with STS)
Sociology (except SOC 104)

Mathematical reasoning courses offered in the disciplines above satisfy Area 5 rather than Area 2 (ECON 057, PSYC 158, POLI 090, SOC 104).

Area 3: History, Values, Ethics and Cultural Studies

Africana Studies (courses that start with AFRI)
American Studies (course that start with AMST)
Asian American Studies (courses that start with ASAM)
Asian Studies (courses that start with ASIA)

Chicano/a – Latino/a Studies (courses that start with CHST)
Gender and Women’s Studies (courses that start with GWS or GFS)
History
Latin American Studies (courses that start with LAST)
Philosophy (except PHIL 060)
Religious Studies

Area 4: Physical and Biological Sciences

Astronomy
Biology
Chemistry
Geology
Molecular Biology
Neuroscience
Physics

Area 5: Mathematical Reasoning

Mathematics (except pre-calculus, e.g., PZ/SC Math 020)
Computer Science
Formal Logic (PHIL 060)
Statistics (includes statistics courses offered by any department)

b) Foreign Language Requirement

The requirement for foreign language may be met in any of the following ways:

- 1) by passing the third semester or higher of a foreign language or literature course at Pomona College (or an equivalent approved course at another institution);
- 2) by earning a score of 4 or 5 on an Advanced Placement examination in a foreign language;
- 3) by earning a score of 6 or 7 on a Higher Level International Baccalaureate foreign language exam;
- 4) by earning a score of 650 or higher on the College Board SAT-II Subject test in a foreign language (excluding the “listening tests,” which are not eligible);
- 5) by achieving an O-level (or G-CSE) grade of at least B in another language;
- 6) by Academic Procedures Committee approval of a foreign school diploma verifying a non-English language as the principal language of instruction, through the eighth grade, or equivalent;
- 7) in the case of Chinese and Japanese, by passing a proficiency examination administered by the Department of Asian Languages and Literatures.

c) Physical Education Requirement

Every student is required to pass at least one physical education activity course during his or her first year at the College, unless there are special circumstances, such as a medical excuse.

d) Dynamics of Difference and Power (DDP) Component

Enrollment in a DDP course (one that uses class, ethnicity, gender, race, religion, and/or sexuality as categories of analysis and that examines power at the interpersonal, local, national, and/or international levels) is not a requirement but an aspiration that all students are urged to fulfill. A list of DDP courses offered each year is available on the college’s portal (<https://my.pomona.edu>) and on the Registrar’s Office webpage (<http://www.pomona.edu/administration/registrar/index.aspx>).

4. Major Requirements: The requirements for majors vary widely and are described in the departmental listings of the Catalog. Every student must satisfy the requirements for some major in order to graduate. Students are expected to make a choice of major by the end of the sophomore year. Unless otherwise noted in the Catalog, all courses taken for the major must be taken on a letter-grade basis. Every major requires a senior exercise. The most common is the thesis, although senior colloquia, comprehensive examinations, seminars and projects are also typical.

The College allows students to propose a Special Major in lieu of one of the established majors. Eligible faculty (tenure-track and multiyear contract faculty after the first year of teaching) may agree to serve on a student’s Special Major Committee provided they will not be on leave for more than one semester of the student’s junior and senior years (if chairing the Special Major Committee the faculty member must be present for the student’s second

semester of the senior year). The committee must have three faculty members, with no more than one member from one of the other Claremont Colleges.

Special Major proposals must be approved by the Curriculum Committee, and members of the student's Special Major Committee are responsible for verifying the integrity, viability and rigor of the proposed curriculum. The chair of the student's committee will be asked to meet with the Curriculum Committee to discuss the merits of the proposal, and each member must submit a letter of support detailing her/his scholarly relationship to the curriculum of the Special Major. If the Special Major is approved, the members of the committee will be expected to act as a de facto department for the student and provide significant support along the way, such as meeting regularly as a committee with the student, preparing the student for the senior exercise, and nominating the student for awards or prizes as applicable.

Students who wish to pursue a second major may petition the Academic Procedures Committee. Normally the committee will not approve such petitions unless at least one course has been taken in each of the five breadth areas before the petition is made.

5. Minimum Grade Point Average: To be eligible to graduate, a student must have at least a 6.0 grade point average.

Academic Procedures Committee

The Academic Procedures Committee is a standing committee of the Faculty charged with the responsibility of ruling on student petitions for exceptions to the academic rules and regulations of the faculty, in addition to other duties. It consists of three faculty members (one from each Division), the Registrar, a faculty member of the Dean of Students' staff, and two students chosen by the ASPC. Examples of the kinds of requests handled by the Academic Procedures Committee are general education requirement variances, registration changes after deadlines, incomplete grades, and final examination time changes.

All petitions are first read and voted on by a subcommittee consisting of the Registrar, the Dean of Students, and the faculty chair of the Committee. If the subcommittee is not unanimous in its vote the petition is brought to the full Committee for action. It is possible for a student to request that student members of the Academic Procedures Committee be excluded from the consideration in order to maintain confidentiality.

The Committee approaches its deliberations with an assumption that the Faculty's academic rules and regulations should normally be followed, and it is concerned about being fair to those students who plan their academic work accordingly and do not request exceptions. When considering exceptions, the Committee attempts to be both consistent (that is, to apply uniform standards), and flexible (to give personal attention and respond to individual circumstances). Each case must stand on its own merits, although some patterns of decisions do emerge over time. The following general guidelines might be helpful in advising students on the preparation of petitions:

1. It is the student's responsibility to present the case fully.
2. The petition must be signed by appropriate faculty members (usually the advisor and the instructor or department chair) to confirm the facts as presented. (Submission of the form via Pomona email account is the norm and is acceptable in lieu of signature.) Although faculty members are invited to comment on the petition forms or in separate memoranda, their signatures standing alone do not necessarily represent approval or disapproval and are not so interpreted by the Committee.
3. The Committee looks for compelling educational justifications for making exceptions, or in cases where missed deadlines are the issue, for circumstances beyond a student's control which contributed to the failure to meet the established deadline.
4. It is not the Committee's role to defend or explain existing academic rules and regulations of the faculty, so arguments which amount to a fundamental disagreement with a regulation should be avoided. The Committee is charged by the faculty only with making exceptions to regulations when such exceptions are justified by the individual circumstances.
5. The Committee is particularly concerned about the extent to which any personal circumstances described in a petition actually contributed to the need for an exception to rules or regulations. For example, an illness or family emergency which occurs after several weeks of failure to work diligently in a class will not be accepted as justification for a late withdrawal or Incomplete. On the other hand, evidence of serious and diligent effort which has been interrupted by such circumstances will almost always be accepted as a basis for allowing an exception.
6. Certain categories of petitions are almost uniformly denied by the Committee on the grounds that they will not materially affect students' educational opportunities and that students can be expected to follow the faculty's rules and regulations without undue hardship. Examples would be petitions to change to P/NC grading basis

after the deadline or to be allowed to substitute an unapproved course for one of the breadth areas. As to the latter, because the breadth requirements are so minimal, it is generally the committee's view that fulfilling the requirement with approved courses is not a hardship.

Petition forms are obtained from the Registrar's web page and are submitted to that office with the designated signatures and other relevant supporting material. Normally, petitions must be submitted 48 hours in advance of a Committee meeting in order to be acted upon at that meeting; petitions submitted after that time will be held for the following week. The meeting day for the committee meetings is announced to students each semester. Results of the Committee's action are sent by the Registrar via email, or if circumstances require earlier notification, they may be obtained in person from the Office of the Registrar. **Until notification is received, a student should assume that the petition has not been or will not be approved; e.g., he or she should continue going to class and turning in work.**

Any student who has questions about a petition is invited to make an appointment to discuss these questions with the Dean of Students. The Dean is prepared to advise a student before his or her petition is submitted, or to provide further explanation of the Committee's action or of other options available to the student after a petition has been denied. Other members of the Committee, including the student members, are also available for consultation (revised January 1988).

Academic Discipline Board

The Academic Discipline Board consists of eight faculty members, including three members of the Academic Procedures Committee and the five members of the Faculty Grievance Committee. Seven students are chosen from among the following: two members of the Student Affairs Committee, the Academic Affairs Commissioner, and four student members of the Judiciary Council. Four faculty members and three student members of the Board are chosen randomly to constitute a panel for each hearing. This selection is made by the Board chair, who is the chair of the Academic Standards Committee; the chair must be a tenured member of the faculty. A quorum consists of three members of the panel plus the Chair, who votes only in the event of a tie. The Dean of Students or an Associate Dean of Students serves throughout the process in an advisory, non-voting role.

Hearings are scheduled promptly after an incident is reported, and are closed and confidential. The student involved is given a copy of these procedures and is shown the evidence or documentation in advance of the hearing, and is permitted to have present as an advisor a member of the faculty, staff, or student body of the Claremont Colleges who is neither an attorney nor a member of the Academic Discipline Board or the Student Judiciary Council. The student is permitted to designate, in advance, other members of the college community to appear as witnesses in his or her behalf.

Decisions are reached by a majority of those voting. The Panel may meet in executive session to deliberate before reaching a decision. Sanctions may include grade penalties in a course, sanctions involving campus privileges or participation in college programs, fines, suspension, expulsion, or other penalties which may seem appropriate. In addition, the Panel will make a specific recommendation about withdrawal or reduction in level of college academic honors. .

The Chair notifies the student, the instructor, and the Dean of Students or Associate Dean of Students of the panel's decision in each case. If the penalty involves a recommendation of reduction or withdrawal of College academic honors, the Registrar is informed so that the matter can be brought to the attention of the Academic Procedures Committee when graduation honors are considered.

A student may appeal a decision of the Academic Discipline Board to the Dean of the College. Such a request must be filed with the Dean of Students office within five days of the date of the letter providing official notification of the sanction. After reviewing the case, the Dean may uphold the Board's decision, or remand the decision to the Board and may include comments or issues to be considered further by the Board. After further deliberation about the Dean's concerns, the Board shall reaffirm or alter their decision. At this point, the decision of the Board is final.

Academic Standards Committee

The Committee consists of the three faculty members of the Academic Procedures Committee, two members from the Dean of Students' Office, the Registrar, the Student Deans from the Office of Black Student Affairs and the Chicano/Latino Student Affairs Center, and the Director of the Asian American Resource Center.

In order to continue in good standing in the College, a student must:

1. Achieve at least a "C" average in courses taken under the auspices of Pomona College. In the first semester, the student must also earn at least a C- in the Critical Inquiry Seminar.
2. Maintain normal progress with an average of four courses passed for each semester of enrollment.
3. Make suitable progress toward completion of all academic requirements, including completion of a major.

The Committee recognizes that students may have academic difficulties for a variety of reasons, but it normally expects any deficiencies to be reduced or eliminated within one semester. The Committee urges students with academic deficiencies to seek appropriate assistance promptly. The major responsibility for seeking such assistance rests with the students and many individuals on the campus would like to be of help. The Dean and Associate Deans of Students are the general academic advisors for the College and are prepared to discuss academic questions or problems with students at any time. Students may also see their academic advisors, deans, members of the faculty, or staff at the Counseling Center, or they may receive help from tutors or fellow students. The Committee does take into account evidence that a student has been making serious efforts to seek help and improve his or her status in the College. The College may restrict participation in campus activities by students with academic deficiencies, and urges students to consider limiting activities which might interfere with achieving an early return to good academic standing.

The following actions are among those that may be taken for students whose academic records are judged inadequate. These actions do not represent a sequence which will be followed in every case: based on an analysis of the available information, the Committee chooses the course of action which seems most appropriate.

1. **Warning.** This is the action most commonly taken when the academic deficiency is minor. If there is not substantial improvement the next semester, the Committee will usually take more serious action, including the possibility of suspension or required withdrawal.
2. **Academic Probation.** This serious action indicates that the Committee is deeply concerned about a student's ability to succeed at Pomona College. It is usually accompanied by a firm set of expectations for the next semester requiring immediate and substantial improvement of the student's record, typically completion of four courses with an overall grade-point average of 7.0 or above, with no courses taken with Pass/No Credit (P/NC) grading. Failure to meet these expectations is likely to result in a suspension or required withdrawal. A student on academic probation is required to consult with the Dean or an Associate Dean of Students about his or her course schedule and progress during the semester.
3. **Suspension.** This action is taken when, in the judgment of the Committee, the interests of the student will be best served by a period away from the College, but when the Committee also believes that successful completion of the college program is possible at a later time. After the period of suspension the Committee will review the case and may authorize the student to return to the College if there is sufficient evidence of ability and motivation to succeed. Reinstated students return to the College on probation. A student who is suspended and plans to take college work elsewhere with the hope of transferring the credits to Pomona at a later date is advised to secure approval in advance from the Pomona College Registrar. Credit for such courses may be applied toward a degree at Pomona, but grade points so earned may not be used to reduce grade point deficiencies incurred at Pomona.
4. **Required Withdrawal.** This action is taken when, in the judgment of the Committee, the evidence is deemed conclusive that the student will be unable to meet graduation requirements, or that neither the student's nor the College's interests are likely to be served by his or her continuation at the College. This action requires the withdrawal of the student. While it does not mean that it is impossible for the student ever to return to the College, the Committee will not look favorably on a request for readmission unless there is strong and compelling evidence based on additional experience of a change in the student's readiness to perform college work. In no event will a student be considered for readmission by the Academic Standards Committee before a year has elapsed.

Appeals: Decisions of the Committee are normally final. However, if there is pertinent and compelling information which was not available at the time of the decision, some actions may be appealed. An appeal must be requested within 48 hours of notification of the Committee action as described below. Since notification will sometimes reach students after they have left Claremont, the request may be made by telephone within 48 hours and should be followed up in writing and/or in person.

Only the actions of Suspension or Required Withdrawal may be appealed. Relevant information should be communicated to the Dean or the Associate Dean of Students and to the Chair of the Committee within the 48-hour period. If they both feel that it constitutes new and significant evidence, an appeal procedure will be instituted. The student may be asked to meet with an appeals subcommittee of the Academic Standards Committee, made up of the Chair, the Dean or the Associate Dean of Students, the Registrar, and three other members of the Academic Standards Committee appointed by the Chair for this purpose. A majority vote of the appeals subcommittee will decide the final Academic Standards Committee action (revised, June 1994).

CHAPTER IV

POLICIES

ACADEMIC HONESTY POLICY AND PROCEDURES

(As adopted by the Pomona College Faculty on 1 March 2005 and revised on 21 April 2006)

I. Standards of Academic Integrity:

Pomona College is an academic community in which all members are expected to abide by ethical standards both in their conduct and in their exercise of responsibilities toward other members of the community. The College expects students to understand and adhere to basic standards of honesty and academic integrity. These standards include but are not limited to the following:

In projects and assignments (including homework) prepared independently, students never represent the ideas or the language of others as their own.

Students do not destroy or alter either the work of other students or the educational resources and materials of the College.

Students neither give nor receive assistance with examinations.

Students do not represent work completed for one course as original work for another or deliberately disregard course rules and regulations.

In laboratory or research projects involving the collection of data, students accurately report data observed and do not alter or fabricate data for any reason.

II. Reporting Violations of the Academic Honesty Policy

When the College's standards of academic integrity have been breached, violations should be reported.

When an instructor encounters a possible instance of academic dishonesty and wishes to determine whether or not College standards have been violated, the instructor may consult with his/her department chair, with a colleague(s) or with the Dean of Students before reaching a conclusion. In so far as possible, when consulting with the chair, the Dean, or another colleague, the instructor should protect the anonymity of the student(s) involved and should take steps to protect the security and integrity of the evidence. Violation of confidentiality shall not be grounds for dismissal of the case.

When an instructor concludes that standards of academic honesty have been violated, the instructor will consult with the student about the case. If the student is unavailable, the instructor may leave the grade as IP until the issue is resolved. After reaching a conclusion that academic dishonesty has occurred but before consulting with the student, the instructor should ask the Dean of Students if there have been previous instances of academic dishonesty involving the student.

If the student acknowledges that she or he is responsible for an act of dishonesty in a course and the Dean of Students reports that there have not been other instances of academic dishonesty involving the student, the instructor should impose a penalty proportional to the severity of the dishonesty. The sanction must be course specific – such as a failing grade on an assignment or in the course. Once assigned, the violation and the sanction must be reported to the Dean of Students.

If the instructor believes that the first infraction is so serious that a course-specific sanction is insufficient, the instructor may indicate that special circumstances are present (e.g. the action jeopardizes another student's work, the action occurs as part of another violation of the Student Code). In this case, the procedures followed will be the same as those for a second violation of the Academic Honesty Policy (see below).

Upon receiving an instructor's report of a first instance of academic dishonesty and the penalty imposed, the Dean of Students shall write to the student describing the violation, evidence of the violation, and summarizing the penalty. The student must notify the Dean within 5 school days of the date of the letter if she or he wishes to dispute the charge. If the student disputes the charge, the case will be referred to a Board for Academic Discipline. (See below.)

If the student disputes the charge of dishonesty the case will be referred to a Board of Academic Discipline (see below) for resolution – determination of whether the student has committed an act of dishonesty and, if so, determination of the penalty. The penalties the Board can consider in a first instance of academic dishonesty are limited to those affecting the class in which the act of dishonesty occurred unless the instructor alleges that special circumstances merit consideration of a more serious penalty.

In cases in which a hearing panel is to be convened, the Dean of Students shall notify the Dean of the College.

Reporting Second or Additional Instance of Academic Dishonesty

If, upon receiving a report of academic dishonesty, the Dean of Students finds that the accused student has been responsible for a previous violation of the College's Academic Honesty Policy, the case must be referred to the Academic Discipline Board for a hearing.

In all cases when a Board of Academic Discipline is convened, the Dean of Students shall prepare a written statement of charges and present them to the student. The student is encouraged to have an advisor present during this initial meeting with the Dean and during the hearing.

The student may select as an advisor any member of the faculty, staff, or student body of the Claremont Colleges who is neither an attorney nor a member of the Academic Discipline Board or the Student Judiciary Council. If the student does not have an advisor, one can be suggested from an advisor pool consisting of faculty and staff who have been trained for the role. A person may not serve both as an advisor and witness in the same case.

Procedures for Academic Dishonesty Hearings

Pre-Hearing Procedures

1. If the case is not resolved between the instructor and the student, if it involves special circumstances, or if it represents a second instance of academic dishonesty, the case will be referred to a Board of Academic Discipline.
2. The instructor of the Dean of Students shall notify the student that the case has been referred to a Board of Academic Discipline. Additionally, the instructor shall provide the Dean with a written account of the violation.
3. The Dean of Students shall prepare a comprehensive written charge sheet specifying the portions of the Academic Honesty Policy that the student is alleged to have violated and outlining the evidence of dishonesty. The Dean will meet with the student to present and discuss the charge sheet. All charges must be brought within one year of the occurrence of the alleged violation.
4. Prior to the initial meeting with the student, the Dean of Students shall inform the student of his or her pre-hearing rights. The student's rights include:
 - Being provided with a comprehensive, written charge sheet.
 - Being informed that the student has the right to have an Advisor present in meetings with the Dean and in the hearing.
 - Being informed that the Academic Honesty Policy and the student's rights under that policy are outlined in the Student Handbook.
 - Being provided with a copy of the Student Handbook if the student does not have one.
5. The full Academic Discipline Board consists of eight faculty members and seven students.

The faculty members shall be drawn from the membership of the Academic Procedures Committee and the Faculty Grievance Committee. The non-voting chair shall be the chair of the Academic Standards Committee. The chair must be a tenured member of the faculty.

The student members shall include the Academic Affairs Commissioner, two student members of the Student Affairs Committee (to be appointed by the Student Affairs Committee) and four student members of the Judiciary Council (to be appointed by the Chair of the Judiciary Council and the Dean of Students). The Dean of Students (or an Associate Dean of Students) shall sit on all Board hearings as an ex-officio, non-voting member.

6. A hearing panel for each case shall consist of the faculty chair who votes only in the event of a tie, three additional faculty members, and three student members chosen randomly by the Chair from the full Academic Discipline Board.

7. A hearing panel shall be convened as soon as possible after a charge sheet has been presented to a respondent, normally within 60 days.

Convening Hearings of the Academic Discipline Board

1. The Chair of the Board shall convene the hearing, notify the committee members, respondent, complainant, and witnesses of the time and place of the meeting and conduct the hearing. If the Chair is unable to serve, the Dean of Students shall designate a tenured faculty member of the Board to serve as the hearing panel chair.

2. The respondent may challenge one faculty and one student member of the hearing panel, excluding the Chair. These challenges shall be made in writing by the respondent at least 48 hours prior to the scheduled hearing. The Chair will replace challenged members.

3. The Chair shall summon those individuals whom the instructor and/or the respondent request as well as other faculty, staff, and students of Pomona College who have relevant information to offer the Board.

4. The Chair may appoint, to assist the panel, a neutral faculty expert from the discipline in question who is not a faculty member at Pomona College.

5. Pertinent records, exhibits, and written statements may be accepted as evidence for consideration by the hearing panel at the discretion of the Chair. All such material must be approved by the Chair 72 hours prior to the start of the hearing. The student respondent and instructor have the right to review such evidence at least 48 hours prior to the start of the hearing. The Chair shall exclude evidence that does not meet College standards. Evidence shall be limited to:

- Facts pertinent to the charge
- Physical and/or electronic evidence associated with the violations (exams, papers, lab reports, etc.)
- Circumstances or attitudes that might affect the severity of any sanction imposed
- Arguments addressing the applicability of the regulation on which the charge is based to the facts of the case

6. All information upon which the determination of responsibility for violating the Academic Honesty Policy is to be based shall be introduced into evidence in the presence of the respondent at the hearing.

Academic Discipline Hearings Procedures

1. The Chair presides at hearings and shall conduct the hearing to ensure the fair presentation of all pertinent evidence and witnesses. As the hearing begins, the Chair shall:

- Describe the procedures under which the hearing will be conducted.
- Read the charges and remind the respondent of his or her rights.
- Indicate the order in which evidence and testimony will be presented.
- Discuss the standard of judgment to be applied to the case, ensuring that all panel members understand the College's standard of clear and convincing evidence and presumption of innocence in contested hearings.
- Indicate that all decisions must be based solely on information presented at the hearing.

2. The members of the hearing panel shall not discuss the case outside of the hearing. Likewise, statements of the instructor, student respondent(s), and witnesses, whether written or oral, are confidential and may not be used or quoted for any purpose outside of the hearing.

3. Hearings shall be conducted in private. Persons who are appropriately present at all hearings are: The student respondent, the instructor bringing the complaint, the Chair, the hearing panel members, the Dean of Students (or an Associate Dean), and the advisor to the student respondent.

4. The advisor to the student respondent is prohibited from addressing the hearing panel and may speak only to the student respondent.

5. The Chair may authorize the attendance of persons who are not normally authorized to attend the hearing, order the hearing room cleared, or order any person to leave. A majority vote of panel members present may overrule a decision of the Chair.

6. A single tape recording shall be made of all hearings during the time that witnesses and other pertinent information are being presented. Deliberations about whether or not the Academic Honesty Policy has been violated or about sanctions shall not be recorded.
7. The taped record of the hearing will be kept in the Office of Student Affairs. If the case is appealed, the student, the instructor bringing the complaint, the student's advisor, the Chair, the President, the chair of the appeal hearing and the appeal board members, and the Dean of Students may listen to the tape. Only the named individuals have the privilege of hearing a tape recording of a Pomona Board of Academic Discipline hearing.
8. The tape is the property of Pomona College. Those authorized to hear the tape must do so in the Office of Student Affairs or in an area arranged by the Office of Student Affairs. No one may copy the tape recording or receive copies of it. The tape will be kept for one calendar year following the end of an appeal.
9. As the hearing begins, the Chair will call on the instructor bringing the complaint to make a statement and present evidence of the violation of the Academic Honesty Policy.
10. The student respondent shall then have the opportunity to make an opening statement and address questions to the instructor bringing the complaint.
11. Panel members, the panel Chair, and the Dean or Associate Dean of Students, the instructor bringing the complaint, and the student respondent are entitled to question the instructor bringing the complaint, the student respondent, and all witnesses.
12. Witnesses shall appear one at a time in an order determined by the Chair.
13. The student respondent shall have the opportunity to make the final statement in the hearing.
14. The hearing panel may recess at any time, upon the decision of the Chair, for the purpose of gathering additional information or to provide a break in the hearing or the deliberation.
15. The student respondent or his/her advisor may ask the Chair for a recess at any time during the hearing in order for the advisor to ask a question of the Chair or consult with the respondent.
16. After the hearing has been concluded, the panel and Chair shall go into closed deliberations to determine whether the respondent has violated the Academic Honesty Policy and, if she/he is found to have violated the Policy, what sanctions should be imposed. This phase of the proceedings shall not be recorded. All witnesses, the instructor bringing the charge, the student respondent and advisor shall not be present for deliberations.
17. The hearing panel shall first consider the question of whether the student respondent has violated the Policy. A majority of four of the six voting members, (or four of seven if the Chair votes to break a tie), is required for the panel to reach a finding. The panel will find that the student has committed a violation if the information presented in the hearing provides clear and convincing evidence of such violation.
18. A respondent's previous Academic Conduct Record shall not be made available to the panel until after the decision concerning whether or not the respondent violated the Policy has been reached.
19. If a respondent is found responsible for a violation of the policy, this panel shall then review relevant precedents and consider sanctions. The respondent's previous academic conduct record shall be considered in assessing a sanction. That record will be provided to the hearing panel by the Office of Student Affairs. A majority of four of the six voting members (or four of seven if the Chair votes to break a tie) is required for the panel to assign a sanction.
20. If a respondent is found not responsible for a violation of the policy, all records associated with the charges and hearing shall be destroyed, with the exception of exams, papers, or other assignments that the student asks to be returned.
21. The Chair shall inform the student respondent, the instructor who brought the complaint, and the Office of Student Affairs of the results of the hearing. The Chair shall prepare a written opinion for the Vice President and Dean of Students which summarizes the findings of the panel and the sanction(s) assigned, if any, and explains the reasons for the decision. The Office of Student Affairs shall issue an official letter of notification to the respondent.

22. If the respondent is found not responsible for a violation, he/she shall have the option of not returning to the class in which the alleged violation occurred. The student may complete the course under the supervision of another faculty member by finishing all course assignments and examinations in a comparable time frame. Alternatively the student may withdraw without penalty from the course (the withdrawal shall not be recorded on the student's transcript). Selection among alternatives shall be arranged by the Dean of Students or the Chair of the hearing panel. A written record of the resolution shall be filed with the Office of Student Affairs and the Office of the Dean of the College.

23. When the hearing is concluded, the Dean of Students shall inform the Dean of the College of the outcome.

24. The Office of Student Affairs shall maintain a permanent, public precedent file which consists of case abstracts specifying charges, facts, case disposition and sanctions, if any. The precedent file shall be furnished to Board of Academic Discipline prior to the point in the hearing at which sanctions are discussed.

SANCTIONS

1. When assigning sanctions, the hearing panel shall consider the severity of the offense, precedent, the attitude of the respondent, the respondent's previous academic conduct record, and the conditions under which the offense was committed.

2. Sanctions that may be imposed include:

Academic Sanctions:

Lower grade on an assignment
Loss of credit on an assignment
"F" on an assignment
"F" in the course
Assignment of make-up or additional work

Other Sanctions:

Suspension from the College
Loss of College honors
Expulsion from the College

APPEALS

A student respondent may appeal a decision of a Board of Academic Discipline to the Dean of the College. Such a request must be filed with the Dean of Students' office within five days of the date of the letter providing official notification of the sanction.

After reviewing the case, the Dean may uphold the Board's decision, or remand the decision to the Board and may include comments or issues to be considered further by the Board. After further deliberation about the Dean's concerns, the Board shall reaffirm or alter their decision. At this point, the decision of the Board is final.

POLICY ON DISPUTED GRADES

(As adopted by the Faculty, 1973)

The normal presumption in the administration of grades at Pomona College is that the instructor alone is qualified to evaluate the academic work of students in his or her courses and to assign grades to that work. Once recorded in the Registrar's records, a grade may be changed only in one of two ways: 1) upon the certification by the instructor that an error has occurred and with the approval of the Assistant Dean of the College; 2) by the procedures described below.

When a student has substantial grounds for believing that, apart from questions of the quality of the work, a particular grade was assigned in a manner that was arbitrary or unjust, or that crucial evidence was not taken into account, the student should first discuss the matter with the instructor. If the outcome of that discussion is not satisfactory, he or she should consult with the Dean of Students. The Dean of Students will confer with the instructor and the Dean of the College and will thereby attempt to bring the case to a satisfactory resolution.

If the claims of the student and instructor are still unreconciled following these discussions, the Dean of the College shall, upon the recommendation of the Dean of Students, appoint a hearing committee chaired by the Chair of the department concerned with two other faculty members, one from the same department, one from another department. When the limited size of the department or other special circumstances make this impossible, faculty may be appointed from other departments, preferably in the same division. If the department Chair is party to the dispute, the Dean of the College may appoint another faculty member as chair of the hearing committee. The decision of the hearing committee on the disputed grade shall be final.

A grade dispute must be brought to the Dean of Students no later than the end of the seventh week of the semester following the one for which the disputed grade has been given, and final disposition of the case must be made by the end of that semester. In the event that extenuating circumstances make it impossible for these deadlines to be met, the Dean of Students or the Dean of the College may arrange to postpone the process. Examples of such circumstances would be the temporary absence from Claremont of either the faculty member or the student, or illness which makes it impossible for one of the participants to be present.

It is the responsibility of the student, however, to initiate the process as soon as possible, even if this must be done initially in writing rather than in person.

Grade Disputes in Cross-Registration Situations

1. Students charged with academic dishonesty in a course taken outside their home college shall be tried according to the procedures for handling such cases in their home institution. Faculty members are obligated to accept the decision of the student's college, and may not impose a penalty should the appropriate hearing panel fail to find guilt. Any student grievance concerning a grade given by an instructor as a result of such a hearing decision will also be handled according to the rules of the student's home college.
2. All other grievances concerning grades are handled by the procedures of the college sponsoring the course.

POMONA COLLEGE POLICY ON CLOSED COURSES

(As adopted by the Faculty, May 1998)

The situation occasionally arises wherein a student needs to add a course which has reached its maximum enrollment, and so an enrolled student who has lower priority for the course (for reason of their major or graduation year) is asked to drop the course. However, a student may not be required to drop a course without cause after the fifth day of the semester, if she or he was enrolled as of the first day of class. See Chapter III "Withdrawal from a Course" for a description of other circumstances in which a student may be required to withdraw from a course.

POMONA COLLEGE POLICY ON CONFIDENTIALITY AND PRIVACY

(As adopted by the Board of Trustees, May 1998)

Pomona College's strong commitment to free speech, academic freedom, professional collegiality, and faculty involvement in College decision-making can raise issues concerning confidentiality and privacy. In the course of administering the College's affairs, it is normal for faculty members to come into possession of personal information about the qualifications, conduct, and other skills of other faculty members, including but not limited to teaching evaluations and reviews conducted internally and by outside referees. It is the responsibility of all faculty members to respect the privacy of others and confidentiality. Proper respect for the privacy of others is an important part of maintaining a collegial and open environment at the College. Therefore, it is the policy of the College that any information of a confidential nature received by a faculty member in the course of conducting the College's affairs be kept confidential, disclosed only to those within the College who have an official reason to receive such information (which may include members of the Board of Trustees), and not be disclosed to anyone outside the College. This means that confidential information received by a faculty member in the course of committee service or discussion of a confidential personnel matter by a department or program should not be disclosed outside that committee, department or program except in the course of, and to those persons who are charged with carrying out, the applicable review procedures expressly set forth in the Faculty Handbook.

The same policy of confidentiality and privacy applies when Pomona College faculty members have access to confidential information concerning faculty members of the other Claremont Colleges, such as through an intercollegiate department or program.

If any faculty member feels that an unusual circumstance has arisen that makes it appropriate or necessary to disclose personal or confidential information in a manner that would be prohibited by this policy, the Vice President for Academic Affairs and Dean of the College and the other members of the committee, department or

program who received the information should first be consulted. If it is determined that some limited disclosure of the information is appropriate under the circumstances, the Dean will ordinarily require that the faculty member who has an interest in the privacy and confidentiality of the information be given prior notice of the pending disclosure.

GUIDELINES FOR ISSUES RELATING TO STUDENT PRIVACY

(In compliance with the Family Educational Rights and Privacy Act)

The Family Educational Rights and Privacy Act (FERPA) guarantees to enrolled and former students specific rights regarding their education records. Students are guaranteed (1) the right to inspect and review their education records, (2) the right to challenge or seek to amend the content (except grades) of their education records, (3) the right to restrict the release or disclosure of information from education records, and (4) the right to file a complaint if the student feels his or her FERPA rights have been violated.

FERPA requires that institutions issue an Annual Notification for currently enrolled students regarding their rights under these regulations. For the College, this notification is our Policy on the Disclosure of Information from Education Records, which is published in the Student Handbook. The following discussion emphasizes the provisions of the Act that relate most directly to faculty. Faculty interested in receiving a copy of the entire policy may contact the Dean of Students or the Registrar.

Restricting the Release of Education Records

In general, the information the College collects and maintains about students is either directory (public) or non-directory information. Pomona College has designated the following items of information as directory information: name; student user name on the College networks; local and permanent address; local, cellular, and permanent phone number; e-mail address; date and place of birth; major field of study; dates of attendance; enrollment status; degrees and awards received; most recent previous institution attended; photographs; participation in officially recognized activities and sports; and the height and weight of members of athletic teams. Directory information is defined as information that would not generally be considered harmful or an invasion of privacy if released. Unless restricted by the written request of a student, the College may release directory information without the prior consent of a student. It is generally best for faculty not to disclose any information, directory or otherwise; requests for such information should be forwarded to the Dean of Students or the Registrar. However, directory information required for classroom participation need not be withheld from faculty and students connected with a particular course.

Unless excepted by FERPA, information that is not directory information requires the prior written consent, or equivalent, of the student for release. Prior written consent is required for disclosures to all non-College entities, including parents. Information may be shared among education officials within the College when a legitimate educational interest exists for the disclosure of specific information. A legitimate educational interest exists when an education official demonstrates a need to know specific information to accomplish instructional, advisory, administrative, research, supervisory, or other administrative responsibilities assigned by the College. Education officials may include employees, faculty, staff, designated representatives of the College, and contracted agents and agencies of the College.

FERPA identifies a number of exceptions and specific conditions when institutions are permitted to disclose non-directory information. Among these are when disclosures are made to a school where a student seeks, intends, or has enrolled as well as when disclosure is made upon determination of a health and safety risk to a student or to others in the community.

Faculty can avoid most violations of student privacy by strictly adhering to the following points:

1. Grades and other documents should never be posted or made publicly available in a manner that identifies individual students.
2. Student papers, exams, or business-related documents should not be left unsupervised or in common areas for distribution or pick-up.
3. Parents or guardians who request information about their students should be referred to the Dean of Students or the Registrar.
4. Because you may not know whether a student has restricted the disclosure of personal information, all requests for directory and non-directory information should always be forwarded to the Dean of Students or Registrar's Office.

Definition of Education Records

According to FERPA, education records are records (in handwriting, print, tapes, film, computer, or other media) that are maintained by Pomona College, or an agent of the College, and that are directly related to a student.

Students have the right to inspect and review such records. However, FERPA makes the following exceptions to its definition of education records.

1. Personal records that are kept in the sole possession of the maker and are not accessible or disclosed to any other person, except a temporary substitute for the maker of the record (such as a teaching assistant)
2. Records created and maintained for law enforcement purposes
3. Employment records, unless employment is contingent on student status
4. Records created and maintained by a physician, psychiatrist, psychologist, or other recognized professional or paraprofessional, if the records are used only for the treatment of a student and made available only to those persons providing the treatment
5. Alumni records, which are created and maintained about a student after he or she is no longer in attendance at the College and which are not related to the individual's attendance as a student

Limitations on Right of Access

Students are not permitted access to inspect and review the following records.

1. Records that are exempted by FERPA
2. Financial statements of the student's parents
3. Letters and statements of recommendation for which the student has waived his or her right of access, or which were maintained before January 1, 1975
4. Records connected with an application to attend Pomona College
5. Exams or sets of standardized test questions (an exam or standardized test that is not directly related to a student is not an education record and would, therefore, not be subject to the inspection provisions under FERPA)

Correction of Education Records

Students have a right to request corrections to records that they believe are inaccurate, misleading, or in violation of their privacy rights. See "Policy on the Amendment of Education Records," below.

POLICY ON THE AMENDMENT OF EDUCATION RECORDS

Pursuant to the federal Family Educational Rights and Privacy Act (FERPA) and the Pomona College Policy on the Disclosure of Information from Education Records, students may inspect and, under certain circumstances, seek to amend the information in their education records maintained by the College or by an education official or other representative of the College. Students may also consent to disclosures of personally identifiable information contained in student records (to the extent such disclosures are not presumptively authorized under FERPA 99.30, 99.31). Requests for the amendment of education records are administered by either the Dean of Students or the Registrar. The procedure for making such a request is described herein. Students who seek amendment of their records but who are not satisfied with the judgment rendered in response may pursue other remedies, including documenting their objections in a formal statement for inclusion in the student's education records or filing a formal FERPA complaint.

PURPOSE AND DEFINITIONS

1. Requests for amendments to education records may be submitted whenever a student feels that an education record is *inaccurate, misleading, or in some way invades the student's privacy* (FERPA 99.7[a][2][ii]). It is the student's responsibility to present evidence in support of a claim or objection that a record is inaccurate, misleading, or an invasion of privacy.
2. This policy applies specifically to education records as defined in FERPA (99.3). Education records are records that directly identify a student and are maintained by the College or by an education official or other representative of the College. FERPA **excludes** certain records from this definition, such as:
 - records created as personal memory aids and kept in the sole possession of the creator that are not accessible or revealed to any other person except a temporary substitute;
 - records of a law enforcement unit of the College;
 - College employment records that are maintained in the normal course of business, which relate only to the individual as an employee and are not available for any other use (however, *student* employment records are generally considered education records);
 - medical and health records;
 - alumni records.

3. This policy excludes grades, which are addressed in the College's Policy on Disputed Grades.
4. Only education records created by the institution, or by an education official or other representative of the College, may be amended by the College.
5. Requests for the amendment of records cannot be accepted if the record has been destroyed per the College's records retention schedule and is no longer maintained by the College or by an education official or other representative of the College.
6. The College reserves the right to accept and maintain information in its education records that includes, but is not limited to, court-issued or other legal documentation, including documentation that results from a court or other legal action, and documents provided by and furnished as the education records of other educational agencies and institutions.
7. Requests for the amendment of information in the College's education records may include deletion of the record itself.
8. Records for which the original author or creator cannot be determined are subject to deletion.
9. Requests for the amendment of education records must be initiated within 60 days from the date the student became aware of the existence of the record. The College reserves the right to make exceptions to this rule.
10. Complaints for alleged violations of this and other FERPA rights may be filed with the U. S. Department of Education by the student or by any other party (FERPA 99.7[a][2][iv] and 99.64[b]).

PROCEDURES FOR THE AMENDMENT OF EDUCATION RECORDS

Students may initiate a request to amend education records with either the Dean of Students or the Registrar, who will guide the student through the following process to ensure that a resolution is made in a period of time not to exceed 120 days.

I. Review by Creator of the Record

1. Whenever possible, a request to amend a record must be submitted to the creator of the record, who must be afforded the first opportunity to review and evaluate the record. If the creator is not available or no longer employed by the College, the request may be referred to the responsible department head to whom the creator of the record reported.
2. Adjudication of a request for the amendment of education records must be resolved by the creator of the record or department head within a reasonable time from receipt of the request. If no judgment has been made or communicated to the student at the end of 30 days, the Dean of Students may intervene.
3. If the creator determines that an amendment is necessary, the creator initiates the appropriate actions or process to change, amend, or delete the record in question.
4. Students who disagree with the judgment made by the creator of a record should next address their concerns to the Dean of Students. The Dean of Students mediates the process, ensuring a resolution is reached within 30 days.
5. Students who disagree with the resolution of the Dean of Students may request a formal hearing.

II. Formal Request for Amendment of Records

FERPA guarantees students the right to a formal hearing regarding a request for the amendment of education records in the event the student believes the education records are inaccurate, misleading or somehow violate the student's privacy rights (FERPA 99.21 and 99.22).

1. First, the student must make a formal, written request for the amendment of records (FERPA 99.21[a]) through the Dean of Students. The written request must specify and provide supporting details and documentation for all of the following items:
 - The record to which the objection is made must be specifically identified.

- The specific objection(s) to the record must be clearly stated and any extenuating information or documentation must be provided.
 - Previous efforts to amend the record must be detailed, including relevant names and dates.
 - The student's desired results or goal of the amendment request must be stated.
2. Following the formal request, the Dean of Students shall provide notice of the date, time and location of the hearing in advance of the hearing date (FERPA 99.22[b]).
 3. Thereafter, the Dean of Students oversees the hearing process for adjudication of a student's formal request for the amendment of education records. Pursuant to the FERPA 99.22, the Dean of Students ensures the following:
 - The student will be allowed, at the student's expense, to bring one or more individuals to assist or legal counsel to represent the student during the hearing (FERPA 99.22[d]).
 - Within a reasonable period of time after the hearing, the College – through the hearing officer – issue a written decision based upon the evidence presented in the hearing (FERPA 99.22[e]). The written decision shall summarize the evidence presented and the reasons for the decision or determination (FERPA 99.22[f]).
 4. In the event that the student's request for amendment is denied, the student shall be informed that objections may be formalized in a written statement that will be maintained along with the challenged record as long as the challenged record is maintained and will be disclosed whenever the challenged record is disclosed (FERPA 99.21[b][2] and 99.21[c]).

III. Student Statements in Education Records

1. Student Statements detailing objections to education records are accepted only if a student is dissatisfied or disagrees with the outcome of the hearing process.
2. Student Statements must be submitted in writing and consist of the following elements (FERPA 99.21[b][2]):
 - The statement must identify the record which the student finds objectionable.
 - The statement must detail the reasons that the student finds the record inaccurate, misleading, or invasive of privacy rights.
 - The student may document the history of the student's attempt to amend the record.
3. Student Statements are submitted to the recordkeeper(s) of the record(s) to which an objection was made.
4. The recordkeeper(s) must maintain the Student Statement with the objectionable record(s) for as long as the objectionable record is maintained (FERPA 99.21[c][1]) by the recordkeeper(s).
5. Whenever the objectionable record is disclosed, the Student Statement must also be disclosed (FERPA 99.21[c][2]).

IV. Complaints Regarding the Amendment of Records

Complaints regarding alleged violations of FERPA rights should be submitted in writing to the Department of Education at the following location:

Family Policy Compliance Office
 US Department of Education
 400 Maryland Avenue SW
 Washington, DC 20202-5920

POMONA COLLEGE POLICY ON ACCESSIBILITY AND CONSTRUCTION

(As adopted by the Board of Trustees, July 5, 1991)

Pomona College, in compliance with Sections 503 and 504 of the Rehabilitation Act of 1973, and in compliance with the Americans With Disabilities Act of 1990, does not discriminate on the basis of disability, in any of its

policies, procedures or practices. It is the policy of the College to provide qualified persons with disabilities with access to its programs, when viewed in their entirety, in the most integrated setting possible. The following statement on construction, renovation, and alteration, flows from the spirit of that nondiscrimination principle.

1. Construction of New Buildings and Facilities

- a. New construction will comply with the guidelines and regulations set forth in Section 504, Title 24, and relevant state and local building codes. The primary standards for such construction are derived from the Uniform Federal Accessibility Standards (UFAS, 1984), the Amended Architectural Barriers Act (1984), and the Americans With Disabilities Act of 1990.
- b. The College endeavors to employ the most barrier-free design and materials in new construction in order to provide superior access to the functions and programs that take place in those new facilities. The College's goal is to ensure full accessibility and usability of its new buildings.

2. Renovation and Alteration of Existing Buildings and Facilities

- a. The renovation and alteration of existing facilities will comply with Section 504 and applicable federal regulations, as well as relevant state and local codes, in order to enhance program accessibility. The College recognizes that Section 504 does not require structural changes to existing facilities where other methods are effective in achieving overall accessibility to the programs and services of the College.
- b. Any renovation or alteration will, to the maximum extent feasible, be pursued in a way that makes the renovated or altered portion of the building accessible to a student with a disability. However, the design of many existing facilities makes it impractical or prohibitively expensive to renovate or alter them in such a way as to make them barrier free.
- c. Historical Buildings: The College's renovation and alteration of buildings in its historic preservation plan will employ the "maximum extent feasible" principle. While complying with state and federal law, and striving for enhanced physical accessibility, the College will endeavor to preserve the historical integrity, sentimental value, and aesthetic significance of its historic buildings. In this context, program accessibility in the most integrated setting possible will take priority over physical accessibility, as allowed by state and federal law.

**STATEMENT ON COLLEGE FACILITIES, RESOURCES,
AND SERVICES FOR STUDENTS WITH DISABILITIES**

(As adopted by the Board of Trustees, July 5, 1991)

I. General Policy

1. In the spirit of its nondiscrimination policy, Pomona College is committed to admitting qualified students, regardless of disability, to the full privileges, rights, programs, and activities of the College.
2. Pomona College endeavors to provide a welcoming and supportive community environment for students with disabilities.
3. In that spirit, the College acknowledges its obligations to make certain adjustments and accommodations in order to provide its students with disabilities the opportunity to participate fully in Pomona's educational programs and activities as a whole. The policy of the College is to provide students with disabilities with access to its programs, when viewed in their entirety, in the most integrated setting possible.

II. Programs and Facilities

1. While the College cannot provide a totally barrier-free environment, it does provide students with disabilities with access to its programs and activities, when viewed in their entirety. Thus while not every academic and nonacademic building is fully accessible, sufficient access exists to allow students with disabilities the equal opportunity to participate in the academic, residential, and social life of the College.
2. As soon after admission to the College as possible, students with disabilities should contact the Office of Student Affairs, which serves to coordinate disability services, to discuss any special accommodation or adjustment that may be required. Each case is dealt with individually.
3. Since the College is prohibited by law from making preadmission inquiries regarding disability, the College relies on the voluntary provision of whatever information it needs to make necessary accommodations and adjustments for students with disabilities.

III. Resources, Services, and Auxiliary Aids

1. The College provides certain services and accommodations the nature and extent of which are based on the College's assessment of individual need and College obligation. Those services and accommodations, provided in consultation with the student, are intended to allow qualified students with disabilities to pursue their educational career in the most equitable and independent fashion possible.
2. The College's services include:
 - a. individual counseling and advising (deans, faculty, and psychologists)
 - b. registration information and assistance
 - c. student assistants (transcribers, note takers, readers, laboratory assistants, etc.): the College will help students learn about the availability of such services through existing resources (state and private charitable

- agencies) and will make every effort first to establish a program of student volunteers to act as note takers, readers, etc.
- d. academic examination accommodation
 - e. handicapped parking arrangements
 - f. housing information and assistance
 - g. general physical facilities accessibility
 - h. financial aid information and referral
 - i. an adapted physical education and recreation program
 - j. liaison with community resources (e.g., Services Center for Independent Living)
 - k. consultation for faculty and staff
 - l. student organization and support group: SHAPE (Students for Handicap Awareness and Personal Equality)

POMONA COLLEGE DRUG-FREE WORKPLACE (SUBSTANCE ABUSE) POLICY

In compliance with federal law, Pomona College maintains a drug-free workplace policy. Employees, as well as those who perform work for the College but are not employees (e.g., independent contractors, temporary agency personnel, authorized volunteers), are prohibited from unlawfully manufacturing, distributing, selling, offering to sell, dispensing, possessing, purchasing or using controlled substances on the premises of the College, at any time during working hours, including meal and break periods.

Furthermore, the College does not condone abusive or inappropriate use of alcohol, including incidents of drunkenness or any level of intoxication during normal work hours. Employees, contract workers and authorized volunteers are expected to report to work with faculties unimpaired by illegal or controlled substances. Employees who violate this policy will be subject to discipline, up to and including termination of employment; termination of project, contract or any other form of agreement; and debarment from campus. Those who are not terminated from employment will be offered the voluntary option of enrolling in a rehabilitation program.

Employees are subject to “probable/reasonable cause” drug/alcohol testing. This means that employees who, in the opinion of their supervisors, exhibit behavioral or physical effects of drug or alcohol intoxication during working hours may be asked to undergo drug and/or alcohol testing.

Any questions regarding this policy should be directed to your supervisor or the Assistant Vice President, Human Resources. Information about support groups and rehabilitation programs is also available from the Assistant Vice President, Human Resources, on a confidential basis.

An Employee Assistance Program (EAP) is available at no cost to all benefits-eligible employees. This employee benefit includes, among other features, counseling sessions on alcohol and drug dependency for adults, adolescents and children at no cost. The system is accessed by calling a toll-free number (1-800-998-8448). A clinical coordinator evaluates the problem and offers a choice of providers. All records are treated confidentially. Additional information is available from the Human Resources Office.

ALCOHOL POLICY FOR COLLEGE-RELATED FUNCTIONS

This policy on alcohol consumption governing students of Pomona College is abridged for the Faculty Handbook. For the entire policy, please refer to the Pomona College Student Handbook, or this URL: <http://www.pomona.edu/administration/dean-of-students/student-handbook/disciplinary-policies-procedures/alcohol.aspx>.

The health and well-being of every Pomona student is the responsibility of each community member and of the entire community and is the primary focus of the following policy. The College recognizes that responsible alcohol use can be compatible with healthy adult behavior and successful social events.

Pomona College complies with and enforces all federal, state, and local laws governing alcohol consumption and distribution.

Regulations

1. Students 21 years of age and older are permitted to possess and drink alcoholic beverages at Pomona but may not distribute, furnish, or serve alcohol to people under 21 years of age or to obviously intoxicated persons of any age.

2. Students under 21 years of age may not consume, possess, distribute, or sell any alcoholic beverage.
3. Public drunkenness is not permitted.
4. Students may not drink alcoholic beverages in public areas on campus, except at officially registered parties and social events at which those over 21 years of age may be served. Campus social events are officially registered with the Office of the Campus Center and are subject to the conditions outlined in the Party and Social Events Regulations below.

Party and Social Events Regulation

The College allows organizations and individual students to register parties and social events that serve alcohol (“registered events”) in specified campus locations. The College reserves the right to revoke or alter the specific spaces in which registered events can be held and the frequency with which registration may occur.

A. The following regulations apply to ALL registered events:

1. Beer and wine are the only alcoholic beverages that may be served or consumed at registered events.
2. Beer includes all fermented beverages with an alcohol content of up to 14%
3. Alcoholic beverages may not be sold at any campus event without an appropriate state license.
4. Alcoholic beverages may not be served at registered events that are open to the general public.
5. Events at which alcohol is served may not be registered during reading days or during the final examination period.
6. Consumption or possession of alcohol at athletic events is prohibited.
7. Individuals are prohibited from bringing their own alcoholic beverages to any registered event or from taking alcoholic beverages out of events or social functions.

B. The following regulations apply to registered events held in PUBLIC SPACE:

1. Locations in which this category of events may currently be registered include Smith Campus Center locations (Edmunds Ballroom, the Courtyard, Doms Social Room); Sontag Greek Theatre; Eversole Courtyard; Walker Courtyards; Clark V Courtyards; Clark I Courtyards; Harwood Courtyard; Bixby Plaza; Seaver Theatre Courtyard; the lobby of Bridges Auditorium; Frank Dining Hall; and Frary Dining Hall.
2. Events at which alcohol is served must be registered with and approved by the Office of the Campus Center and Student Programs in Suite 244 of the Smith Campus Center, ext. 18610.
3. Only students of The Claremont Colleges who present valid College identification cards and their guests with guest passes are permitted to attend registered events. Students of The Claremont Colleges must show their college-issued ID card, as proof of age, at the point of alcohol service.
4. Registered events in public space must have one or more of the College’s servers on duty at all times to serve alcohol. Servers ensure that only those are served who a) are 21 years of age or older, b) possess identification that confirms their age, and c) are not intoxicated.
5. No event with alcohol may begin or continue without a College server in charge of alcohol distribution. Servers are hired by the Office of the Campus Center and Student Programs after an event is registered.
6. Campus Safety Officers must be hired for the duration of public events at which alcohol is served. Campus Safety Officers are scheduled by the Office of the Campus Center and Student Programs after an event is registered.
7. High-quality non-alcoholic beverages and attractive food must be readily available and accessible at social events throughout the duration of the event.

C. Advertising alcohol:

Electronic media (such as the CHIRPS) in which social events are advertised on the Pomona campus (but not the other four undergraduate campuses) may include reference to the type of alcohol being served. For example, events that are wine-tastings, wine and cheese receptions, champagne brunches, Oktoberfest, etc. may not be noted as such, but alcohol may not be the focus of publicity. Print media (posters, flyers, etc.) may not include reference to alcohol.

NO-SMOKING POLICY

(As adopted by the Pomona College Faculty, May 11, 1990)

Effective with the 1990-91 year, the College has been operating on a policy that prohibits smoking in all administrative and academic buildings. This policy was put into effect in recognition of the harmful effects of

smoking, including "secondhand" smoke. As a consequence, all smoking must take place outdoors (since the ventilating systems circulate the smoke in private offices to other parts of the building).

FACULTY RENTAL HOUSING POLICY

Beginning July 1, 2007, all faculty who join the College in tenure-track appointments (or the equivalent, namely coterminous appointments or assistant professors of physical education) will be offered a rental house or apartment for up to six years or one year after having received indefinite tenure, whichever occurs first. If such a unit is not available, the faculty member will be given a cash subsidy of \$300 per month for the first year. The \$300 cash subsidy is approximately equivalent to the average taxable benefit of the rental properties in 2006-07.

The choice of the property to be offered to any given faculty member will be the prerogative of Dana Wood, Pomona's Director of Real Property, and will be based on a number of variables including matching the number of people in the faculty member's household with the size of the units available in housing inventory, scheduled maintenance, timing for move-ins and move-outs, etc.

If a faculty member is offered a rental unit but turns it down, s/he is no longer eligible for a rental unit and no cash subsidy will be provided. Similarly, if a faculty tenant vacates a rental property prior to the expiration of his/her eligibility, the faculty member forfeits any remaining eligibility in the faculty rental program.

A faculty member receiving the cash subsidy in the first year will be offered a faculty rental for his/her remaining five years. As of July 1 of the second year, the cash subsidy will cease, whether or not s/he chooses to accept the rental unit.

If you have any additional questions about faculty rental housing, please contact Dana Wood at (909) 621-8206 or dana.wood@pomona.edu.

FACULTY HOME LOAN POLICY

(Revision of May 2006)

The Trustees of Pomona College have implemented a Faculty Home Loan Program to assist faculty members who wish to purchase homes in the Claremont area. The objective of the program is to enable faculty members who could otherwise not afford to do so to live close to campus and thereby sustain the residential nature of the College.

ALL LOANS ARE SUBJECT TO AVAILABILITY OF FUNDS AND THE APPROVAL OF THE BOARD OF TRUSTEES. THE PROGRAM IS SUBJECT TO CHANGE FROM TIME TO TIME BY THE BOARD OF TRUSTEES.

ELIGIBILITY

Assistant professors, associate professors and (full) professors are eligible for a faculty home loan immediately upon signing a multi-year contract with the College. Instructors and Visiting Faculty are not eligible for a faculty home loan.

Senior administrators are eligible to apply for a faculty loan after three years of service to the College and/or upon recommendation of the President.

FIRST MORTGAGE AMOUNT

Applications will be considered for mortgage loans in an amount not to exceed 95% of the purchase price, up to the maximum loan allowable, \$555,000.

The amount of a mortgage loan is also limited by the applicant's ability to assume, reasonably, the burdens of shelter costs for a specific property. Contact the Pomona College Real Property Office (621-8206) to determine the maximum faculty loan which may be provided.

LENGTH OF MORTGAGE TERM

Faculty loans are amortized for a period of up to 30 years, but are due and payable in five years. The College has the option to renew the loan every five years if the borrower is in the employ of Pomona College on the renewal date, if the loan is not then delinquent and if the real estate is the primary residence of the employee.

INTEREST RATE

The interest rate on loans is 3.0% below the real estate rate for conventional 30-year loans. The loan may not be below a 2.0% interest rate. The interest rate on a loan is determined as of the date the written application is submitted and is frozen (not increased or decreased) for a sixty (60) day period thereafter.

PAYMENT SCHEDULE

A straight amortization for the term of the loan is applied. A constant payment schedule is established to provide for level payments of principal and interest combined in an amount sufficient to retire the loan at the end of the term.

Monthly payments on all loans are deducted from the employee's salary.

AVAILABILITY OF LOANS

Eligible borrowers may have up to two loans, but not concurrently. An eligible borrower may apply for a second Pomona College mortgage loan to finance another home when the need for expansion or relocation is related to changes in family circumstances. The first loan must be terminated and a second loan created at the time the additional funds are borrowed. Each loan will be subject to the lending limit in force at the time the written loan application is submitted.

Since the primary purpose of the loan program is to enable faculty members to purchase their first home in the area, a Pomona College loan will not be granted for the purpose of refinancing an existing residence.

RESTRICTIONS

No loan is transferable. The faculty loan program was established to make it easier for faculty and senior administrators to purchase housing in the Claremont area. The program provides for the purchase of a home to be occupied as a single family principal residence by an eligible person and his/her family.

The property purchased with the Pomona College loan must be located within a five (5) mile radius of Alexander Hall.

MANDATORY PREPAYMENT OF FACULTY LOAN

Faculty loans granted under the program fall due and are payable when the participating borrower is no longer employed by Pomona College (except in the case of retirement) or no longer uses the property as his or her principal residence. In such cases, the faculty loan must be paid off within one hundred eighty (180) days from date of termination of employment or from the date of non-occupancy. In the event of the death of a participant holding a faculty loan, the Pomona College Faculty Loan will continue in effect for the benefit of the surviving spouse or domestic partner, but then only so long as he or she remains unmarried/uncommitted to another domestic partnership, or until the date of the next normal five-year loan review, whichever occurs first. Should the normal review cycle lead to termination of the loan less than 18 months after the death of the participant, however, the College will voluntarily defer the survivor's repayment obligation until 18 months after the participant's death. In the event of remarriage or establishment of a new domestic partnership, the faculty loan must be fully paid within 180 days of the remarriage or the establishment of a new domestic partnership.

PROCEDURES FOR OBTAINING A POMONA COLLEGE FACULTY LOAN

The first step in obtaining a loan under the program is to contact the College Real Property Office to complete and file an application. The Real Property Office administers the program and will answer your questions.

The application form for a Pomona College loan is generally similar to those used by lending institutions. It contains questions relating to personal financial information in order to confirm that those who apply for a loan under the program will be able to meet the costs of home ownership. This information is treated as confidential. The final decision is made by Pomona College.

The Real Property Office recognizes that many people who wish to purchase a home for the first time experience unanticipated difficulties in negotiating a transaction. Therefore, the Real Property Office will be pleased to provide advice and information concerning the purchase of a home.

HOME IMPROVEMENT LOANS

Essential repairs or improvements that protect the value of the property may be financed with a College loan.

TERMS:

- *Eligibility Pomona College carries the Note and First Trust Deed. Home Improvement loans are an additional advance on the First Trust Deed. A new Note is signed to evidence the additional advance, and a Supplement to the original Deed of Trust is recorded to secure the entire loan amount including the additional advance as a first priority lien.
- *Amount: \$25,000 maximum.
- *Maturity: Matched to date of First Trust Deed.
- *Interest Rate: 2% less than the real estate rate for 30-year conventional loans, but not less than 2%.
- *Availability: One Home Improvement Loan per First Trust Deed Loan.
- *Loans-to-Value A home improvement loan on an existing College loan will not be approved if the total of the two loans exceeds 95% of current market value.

ADDITIONAL INFORMATION

This guide is abbreviated for convenience and does not include all terms and conditions which may be incorporated in the loan documents.

For additional information, please call the Pomona College Real Property Office at (909) 621-8206.

FAMILY AND MEDICAL LEAVE ACT OF 1993 AND CALIFORNIA FAMILY RIGHTS ACT OF 1991

The terms of federal Family and Medical Leave Act (FMLA) and California Family Rights Act (CFRA) leaves are extremely complex. If you anticipate that you require such a leave, you are advised to contact the Human Resources Office for specific information that pertains to your own situation. This handbook provides general information only.

The FMLA and CFRA allow for a maximum of 12 weeks of unpaid leave in a 12-month period, measured backward from the date an employee takes leave, for: (1) care of a spouse, registered domestic partner (CFRA only), child, or parent with a serious health condition; (2) birth or adoption of a child, or placement of a foster child; or (3) the employee's own serious health condition.

In order to be eligible for FMLA and/or CFRA, a regular employee must have completed at least 12 months of employment and must have provided at least 1,250 hours of service during the 12 months preceding commencement of the leave. The College requires that any leave that meets FMLA/CFRA criteria be counted toward the employee's 12-week leave entitlement.

If the need for a leave is foreseeable, the employee must provide 30 days' written notice of the need for the leave. If the need for a leave is not foreseeable, or if it is otherwise not possible to provide 30 days' notice, notice must be provided as soon as practicable. In no event shall the employee provide less than one or two days of notice, unless otherwise permitted by applicable law.

Medical Certification

In order to be granted FMLA and/or CFRA leave, the employee must provide medical certification from her/his health care provider to the CUC Disability Office and Human Resources.

If the leave is needed to care for an ill family member, the medical certification must contain the following information: (1) date of commencement of the serious health condition; (2) probable duration of the condition; (3) estimated amount of time the employee will be needed to provide care; and (4) that the serious health condition warrants the participation of a family member to provide care.

If the leave is needed for the employee's own serious health condition, the medical certification must contain the following information: (1) date of commencement of the serious health condition; (2) probable duration of the condition; and (3) that the employee is unable to perform the function of his/her position because of the serious health condition or must be absent from work for medical treatment.

Failure to provide timely and complete medical certification may result in delay or denial of a family/medical leave. If the leave is due to the employee's own illness, Pomona College may require the employee to obtain a second medical certification from a health care provider selected by the College. In the event the first and second opinions differ, the College may require the employee to obtain a third medical certification from a mutually agreed upon health care provider. The third opinion will be binding on the employee and on the College. The second and third medical opinions, if required by the College, will be at the College's expense.

Reinstatement upon Return from FMLA and CFRA Leave

An employee who is on approved FMLA and/or CFRA leave is expected to return to work upon medical release by her/his health care provider, whether or not the periods of time permitted under FMLA and/or CFRA have expired.

Before returning to work, the employee must provide the CUC Disability Office and Human Resources with a signed note from her/his medical provider indicating that the employee is cleared to return to work. An employee who does not so return with such a note will be considered to have voluntarily resigned and will be terminated from employment, unless otherwise prohibited by applicable law.

Subject to applicable exceptions, an employee who returns from an approved FMLA and/or CFRA leave on or before the expiration of the period of time required by law will be restored to the same or an equivalent position. If, however, due to administrative reasons, the same or equivalent position ceased to exist during the employee's leave, and, had the employee not taken the leave, the employee would not otherwise have been employed at the time reinstatement is requested, the College may not be required to reinstate the employee. In certain circumstances, the College may deny reinstatement to a "key employee" who is among the highest paid 10 percent of the salaried employees working for the College within 75 miles of the employee's worksite, if necessary to prevent substantial and grievous economic injury. Employees will be given notice of their status as a "key employee" at the time their leave commences or as soon thereafter as is practicable.

In addition, an employee is considered to have voluntarily resigned if:

- The employee does not return to work on the next regularly scheduled workday after the end of the approved leave period;
- The employee does not return to his or her original position or an equivalent one as soon as he or she is able.

Intermittent or Reduced Work Schedule Leave

Under the FMLA/CFRA, leave taken to care for a child, spouse, or parent with a serious health condition, or because of the employee's own illness, or to care for a covered servicemember with a serious injury or illness, may be taken intermittently or on a reduced work schedule, but only if medically necessary and such that the medical need can best be accommodated through an intermittent or reduced work schedule leave. Intermittent leave or a reduced work schedule leave may also be taken for a qualifying exigency without medical necessity, as described under "Military Family Leave," below.

Under the FMLA, intermittent leave is not permitted for the birth, adoption, or foster care placement of a child, unless the College agrees. However, under CFRA (not FMLA), leave taken for the birth, adoption, or foster care placement of a child does not have to be taken in one continuous period of time and may be intermittent. The basic minimum duration of any leave taken for this purpose is two weeks. However, a request for a CFRA leave of less than two weeks shall be granted on any two occasions.

An employee must make reasonable efforts to schedule medical treatments and intermittent leave so as not to disrupt unduly the College's operations.

Benefits during FMLA and/or CFRA Leave

Pomona College will continue the employee's health benefits coverage while the employee is on family/medical leave under the same terms and conditions as was provided while the employee was working. The employee is responsible for the same premiums for her/his health benefits coverage as if he/she were at work. If the employee is on an unpaid leave of absence, or is receiving insufficient pay while on leave, she/he will need to make arrangements with the CUC Benefits Administration Office to pay for his/her portion of the premium within the first five days of each month. Failure to make timely payments may result in termination of coverage.

If the employee fails to return from the leave, or returns to work for less than 30 days, the College may recover from the employee the premiums it paid for maintaining health benefits coverage during the leave period.

FMLA/CFRA Leave and Short-Term Disability

Where applicable, FMLA/CFRA leave is considered to run concurrently with short-term disability periods (CFRA leave does not run concurrently with those short-term disability periods that qualify for Pregnancy Disability Leave, as discussed below).

FMLA/CFRA Leave and Workers' Compensation Disability

FMLA/CFRA leave is considered to run concurrently with Workers' Compensation disability periods.

Military Family Leave

Two types of military family leave are available to FMLA-eligible employees related to a family member's military service.

FMLA-eligible employees may take a "Military Exigency Leave" to deal with a "qualifying exigency" related to or affected by the active military duty or call to active military duty of the employee's spouse, child, or parent. For additional information on what constitutes a "qualifying exigency," please see the Human Resources Office. The maximum period of leave is up to 12 weeks in a 12-month period, offset by any family care or medical leave taken in that period.

FMLA-eligible employees may take a "Military Caregiver Leave" to care for a spouse, son, daughter, parent or next of kin who is a member of the Armed Forces and who is undergoing medical treatment, recuperation or therapy, is in outpatient status, or is on the temporary disability retired list, for a serious illness or injury incurred in the line of duty while on active duty. The maximum period of leave is up to 26 weeks of leave in a 12-month period. Military Caregiver Leave is generally a one-time entitlement, and has a special 12-month leave period which begins on the first day the employee takes Military Caregiver Leave. Additional Military Caregiver Leave is available, however, if the military family member sustains a later injury or illness or for the injury or illness of a different military family member.

When both spouses work for the College, they are limited to a combined total of 26 weeks for Military Caregiver Leave.

In addition, all eligible employees (including employees who are not necessarily FMLA-eligible) are entitled to Leave for Military Spouses. For information about this type of leave, please see the Human Resources Office.

Actions Prohibited

Under the FMLA and CFRA, an employer may not interfere with, restrain or deny the exercise of any right provided under FMLA/CFRA or discharge or discriminate against any person for opposing any practice made unlawful by FMLA/CFRA or for involvement in any proceeding under or relating to FMLA/CFRA. An employee who believes his/her rights under the FMLA have been denied or violated may file a complaint with the U.S. Department of Labor or may bring a private lawsuit. FMLA does not affect any federal or state law prohibiting discrimination, or supersede any state or local law which provides greater family or medical leave rights.

For Additional Information

For additional information regarding your rights under the FMLA, you may contact the Wage Hour Division of the U.S. Department of Labor (1-866-487-2365 or www.wagehour.dol.gov). If you want additional information regarding your rights under CFRA, you may contact the nearest office of the California Department of Fair Employment and Housing, listed in most telephone directories under State Government. In addition, if you want more information regarding your eligibility for a leave and/or the impact of leave on your seniority and benefits, we encourage you to consult the Pomona College Human Resources website and/or to contact the Human Resources Office at ext. 18175.

PREGNANCY DISABILITY LEAVE (PDL)

In accordance with federal and California law, female employees may be eligible for unpaid pregnancy disability leave while disabled due to pregnancy, childbirth or related medical conditions. A female employee is disabled by pregnancy if, in the opinion of her health care provider, she is unable because of pregnancy, childbirth or a related medical condition to perform one or more of the essential functions of her job, or to perform those functions without undue risk to herself, the successful completion of her pregnancy, or to other persons. The duration of a PDL will be determined by a physician, but is not to exceed the maximum of four months allowed by law. In

addition, an employee may be eligible under CFRA for a birth-bonding leave after the birth of a child, up to a maximum of 12 weeks. PDL does not count against an eligible employee's CFRA leave entitlement.

Employees must provide at least 30 days' advance notice before the PDL is to begin if the need for the leave is foreseeable. If the need for a PDL is not foreseeable, employees must give notice as soon as practicable. Employees who are disabled due to pregnancy may request an accommodation which may include, but not be limited to, a transfer to a less strenuous position provided that: (1) the employee requests the accommodation or transfer; (2) the accommodation or transfer is medically necessary; and (3) the College can reasonably grant the accommodation or transfer request.

An employee who requests a PDL must provide the CUC Disability Office and Human Resources a medical certification from her attending physician. The certification must include the first date of disability and the estimated duration of the disability. This certification must also contain a statement that the disability renders the employee unable to perform one or more of the essential functions of the position. A physician's statement that the employee is able to return to work at the end of the leave is required to be provided to the CUC Disability Office and Human Resources. The College reserves the right to require the employee to be examined, at the College's expense, by a physician of its choice to verify the disability or the release. Failure to return to work at the end of any combination of PDL/CFRA, on the next regularly scheduled workday, will be considered a voluntary resignation of employment, unless otherwise permitted by applicable law. Additionally, an employee will also be considered to have voluntarily resigned if she accepts other employment during a PDL.

Pomona College will continue the employee's health benefits coverage while the employee is on PDL under the same terms and conditions as were provided while the employee was working. The employee is responsible for the same premiums for her health benefits coverage as if she were at work. If the employee is on an unpaid leave of absence, or is receiving insufficient pay while on leave, she will need to make arrangements with the CUC Benefits Administration Office to pay for her portion of the premium within the first five days of each month. Failure to make timely payments may result in termination of health benefits coverage.

To the extent required by applicable law, the College will reinstate an employee returning from a PDL that did not exceed her approved leave period, or four months, whichever is shorter, to the same position or to a comparable position, subject to applicable exceptions.

Please also see the "Paid Parental Leave Time Policy" section, below.

PAID PARENTAL LEAVE TIME POLICY

(adopted spring 2010)

The Pomona College Paid Parental Leave Time policy provides a maximum of one semester of paid leave time, at 100% of salary, to faculty experiencing the event of a birth or adoption. This benefit may be used only during an approved FMLA/CFRA. Although approved family leave (after a birth or for adoption) under FMLA/CFRA (12 weeks) is shorter than a semester, an eligible faculty member, as a maximum, may take the entire semester as paid leave under this policy. **For a complete description of the FMLA/CFRA policies and eligibility requirements, please see the "Family and Medical Leave Act of 1993 and California Family Rights Act of 1991" section, above.**

Eligibility: Faculty on continuing appointment who have been approved for a leave of absence for an approved family leave (FMLA/CFRA) after the birth to care for the newborn child or for the adoption of a child, and who will be the child's primary caregiver during the period of the leave, are eligible for Paid Parental Leave Time at full salary. In the case that both parents are on continuing appointments, each parent faculty member separately is eligible for one semester Paid Parental Leave during an approved FMLA/CFRA leave; however, the Paid Parental Leave Time must be taken in sequential semesters. This policy depends on, and assumes, the good faith of participants.

Leave Details: The maximum duration of Paid Parental Leave Time is one semester per event, where multiple births (e.g., twins) and simultaneous adoptions are considered one "event." The leave period of the leave is the semester of the birth or adoption or the semester immediately following the birth or adoption. Faculty utilizing Paid Parental Leave Time during an approved parental leave are relieved from faculty governance and other College-related business during the leave period, but will continue with student advising as appropriate. In consultation with the department and/or programs involved, the College will provide appropriate replacement coverage during the leave.

The “tenure clock,” the probationary period during normal progress toward tenure, will stop when a junior faculty member is on parental leave unless otherwise requested by the faculty member. The semester of the leave will not count toward sabbatical leave. Faculty members are encouraged to discuss the timing of future contract renewals and reviews for promotion during one of the meetings described below.

The faculty member receiving parental leave will be expected to return to teach at Pomona College following the leave.

Planning: A planning process of at least three meetings prior to the semester during which Paid Parental Leave Time will be used is required. The initial meeting of the faculty member, the Dean of the College, and the Department Chair and/or Program Coordinator outlines the Paid Parental Leave Time policy and confirms the rights and responsibilities of the involved parties. The second meeting determines the semester during which the leave will be taken and the course of action to be taken during the faculty member’s leave to minimize the impact of the leave on students. The plan will include a contingency plan for special circumstances or unexpected timing issues during a birth or adoption (such as mid-semester events). The third meeting finalizes the plans for the leave. As with all leaves, faculty members are encouraged to notify the College in writing as far in advance as possible of their intention to utilize the Paid Parental Leave Time. The details of the leave will be acknowledged in a signed agreement. This provision does not change the notice requirements under the FMLA/CFRA or PDL. **See FMLA/CRFA and PDL policies in this section.**

PHASED RETIREMENT POLICY

(As adopted by the Pomona College Board of Trustees, May 1998)

The following policy applies to all faculty hired for the 1998-99 academic year or later. Faculty members hired before that date may be covered by the “Phased Retirement Option” discussed on page 39 of the 1997-98 Pomona College Faculty Handbook, if the faculty member elected such an option, in writing, prior to June 30, 1998; otherwise they will be covered by the policy described below.

After reaching the age of 55 and completing their 15th year of service on the faculty, faculty members may elect to reduce their teaching load until they reach full-time retirement. Such a plan is governed by the following conditions:

1. A faculty member negotiating a phased retirement option receives a written contract specifying the terms of service during phased retirement. This agreement is worked out by the candidate for phased retirement with the Dean of the College and the relevant department(s) and program(s), and specifies such things as the courses to be taught, the department work to be done, the disposition of office, space, College committee service, and other College work. Such agreements provide for flexibility (say, in courses taught) and are open to revision if all the parties agree.
2. Depending on department and College needs, a phased retirement contract may specify a teaching load of any number of courses or half courses below a full load. Course assignments are governed primarily by needs of the department or program and by available funding.
3. The maximum term of a phased retirement contract is five (5) years, with details of salary and benefits subject to negotiation involving the faculty member and the Dean of the College.
4. Health insurance benefits are continued for any faculty member who retires fully after a period of phased retirement until he or she becomes eligible for Medicare. Tuition remission benefits are available for any faculty member during the entire period of phased retirement and end no earlier than when the faculty member reaches the age of 65.
5. An individual who elects this plan may shift to full retirement at any time with one semester’s notice.

COPYRIGHT AND THE CLAREMONT COLLEGES

(As adopted by the Claremont Colleges, 2007)

I. Introduction

The copyright policy of the Claremont Colleges affirms each institution’s commitment to comply with the United States law pertaining to copyright; to respect faithfully the property rights of authors and their assignees; to educate members of the campus community about copyright law; and to exercise vigorously the rights and responsibilities granted under this law.

Therefore this policy encourages all members of the community to publish their papers, books, and other works in order to share their knowledge openly with colleagues and the public. The policy adheres to the long-standing

academic tradition that creators of works own the copyrights in works resulting from their scholarly, pedagogical, and creative activities. This principle is the foundation for our policy on copyright.

This principle also underlies the commitment of the Claremont Colleges to fostering an environment of respect for and responsible use of the intellectual property of others. The Claremont Colleges are committed to helping members of the community comply with copyright laws by providing resources to help individuals make informed, careful, and situation-sensitive decisions about the lawful and fair use of work created by others.

Not to oversimplify the issue, but when considering the copying of any original work, determine whether:

1. the work is protected by copyright,
2. the work is available under a license agreement, or
3. whether the intended use qualifies as a fair use, as determined using a case-by-case four-factor analysis.

If the intended use is not a fair use, then seek permission from the copyright owner.

II. Application

This policy applies to all faculty (including those on temporary appointments), staff, and students of the Claremont Colleges.

III. Copyright Ownership and Royalty Distribution

Policies governing copyright ownership and the distribution of income from royalties are the purview of each of the Claremont Colleges.

IV. Library Exemption

Section 108 of the copyright act sets forth specific circumstances under which a qualifying library may reproduce materials or portions of materials. Such reproductions are deemed so necessary and reasonable to the functioning of these libraries and to balance the exclusive rights of the copyright holder that prior permission of the copyright holder is not required. In addition to section 108 rights, a library may also exercise fair use rights under section 107.

As a “qualifying library” The Libraries of the Claremont College qualify for the exemptions in section 108 of the Copyright Act and as such have developed policies to implement those exemptions. Those policies and accompanying procedures are published on The Libraries website.

V. Use and “Fair Use” of Copyrighted Works

A. Compliance with Copyright Laws

The Claremont Colleges expects all faculty, staff and students to make a reasonable effort in good faith to comply with copyright laws in their use of copyrighted materials.

B. Fair Use of Copyrighted Works

The Claremont Colleges encourage faculty, staff and students to take full advantage of the “fair use” exception to the exclusive rights of copyright owners. Before relying on the fair use exception, faculty, staff and students should educate themselves regarding the limits of fair use and should, in each instance, perform a careful, good faith fair use analysis based on the four factors identified in Section 107 of the federal Copyright Act. Faculty, staff and students are strongly encouraged to document their fair uses analyses as a defense against claims of copyright infringement. It is recommended that the Fair Use Checklist available on this site be used for this purpose and that this completed form be kept for three years following the date of the last use of the copyrighted item (<http://www.lib.umn.edu/copyright/checklist.phtml>).

C. Assistance with Copyright Compliance

Because of the complexity of copyright law and, in particular, the fair use exception, the Claremont Colleges will provide resources to educate faculty, staff and students and help them make informed, careful and situation-sensitive decisions about the lawful and fair use of works created by others.

D. Violation of Copyright Laws

Upon obtaining knowledge that material residing on its systems or networks is infringing or that its systems or networks are being used for infringing activities (or upon becoming aware of circumstances from which infringing activity is apparent), the respective institution will act expeditiously to remove or disable access to the infringing materials and may deny the individuals responsible further access to its systems or networks as determined by policies specific to each institution. In addition, members of faculty or staff or students or other employed persons who willfully disregard or violate copyright law may be subject to disciplinary action by the respective College in accordance with applicable disciplinary policies and procedures of that institution.

VI. Certification of Permitted Use

Individual faculty members are responsible for understanding the Colleges' copyright policy and shall be accountable for actions that willfully disregard it. The Claremont Colleges' responsibility in this area is to provide faculty members access to resources that allow determination of permitted uses. Faculty are responsible for consulting that information and applying it in accordance with the law. The information contained on the consortial copyright website (<http://copyright.claremont.edu>) includes tools to assist faculty in making judgments about permitted uses of copyrighted materials.

A. Role of Academic Support Assistants

At no time will an academic support assistant reproducing or circulating copyright-protected material in accordance with a faculty member's or supervisor's written or oral instructions be assumed liable for any failure to adhere to copyright law. This protection does not apply to material distributed or reproduced by academic support assistants without the instruction, written or oral, of a faculty member or supervisor, or to material distributed or reproduced by academic support assistants in a manner that does not reflect such instruction.

B. Role of Student Employees

At no time will a student employee who is reproducing or circulating copyright-protected material in accordance with a faculty member's or an academic support assistant's written or oral instruction be assumed liable for any failure to adhere to copyright law. This protection does not apply to material distributed or reproduced by a student without the instruction, written or oral, of a faculty member or to material distributed or reproduced by a student without the instruction, written or oral, of a faculty member, or to material distributed or reproduced by a student in a manner that does not reflect such instruction.

C. Academic Support Assistants, Student Employees, Administrative Staff

When employees, including support assistants and student employees operating in the capacity of academic or administrative support, carry out instructions by faculty or supervisory personnel to copy or otherwise reproduce or distribute copyright-protected material, the College understands that the staff member or student employee has assumed no liability for ensuring compliance with copyright law. If, however, any employees believe that tasks they are instructed to carry out are not in compliance with copyright law, they may pursue the following options:

1. seek written certification of compliance from the originator of the task;
2. seek guidance from a supervisor who did not originate the task;
3. request that the faculty or supervisory personnel obtain permission from that employee's supervisor to carry out the task.

In all cases when academic support assistants, student employees in an academic support role, or other employees make a determination to reproduce or distribute copyright-protected material on their own initiative, they are expected to inform themselves of the policy of the Claremont Colleges for copyright compliance and conform to that policy. The copyright website of the Claremont Colleges includes tools to help any such employee make judgments about permitted uses of copyrighted materials.

VII. Administration of Copyright Policy

A. Implementation of the Policy

Each of the Claremont Colleges will develop procedures and communications to inform faculty, staff and students about the policy.

B. Use and “Fair Use” of Copyrighted Works

Each institution will adopt procedures to implement the “Fair Use” section of this policy.

C. Amendment

The Claremont Colleges, under the auspices of the Deans’ Council, may amend this policy from time to time as it deems necessary or desirable, subject to applicable statutory and contractual restraints.

POLICY ON PATENTS AND COPYRIGHT

(As adopted by the Board of Trustees, July 8, 1987; revised June 2004)

If a faculty member creates an invention while in the employment of Pomona College, the inventor should report the invention to the Office of the Dean of the College so that ownership can be determined in accordance with the criteria set out below:

- a. If the research has been carried on under a contract, grant, or other agreement for sponsored research, made between Pomona College and an external funding source such as the federal government or a private corporation, the stipulations of this contract will be followed. For example, United States law gives the College the right to take title to inventions made under most government-sponsored research; if the College declines this right, the title normally passes automatically to the U.S. government, so that the public may have free use of an invention resulting from public expenditures. In the absence of such an agreement for sponsored research, the granting of ownership rights will depend on the level of involvement of college resources in the research.
- b. If direct College support has been provided for the research through internal grants, or if the inventor has made significant use of College facilities, equipment, and supplies, the College shall have the right of first refusal to take ownership of the invention. The College may submit the invention to Research Corporation Technologies (RCT, see below).
- c. If the invention has been made with neither College support nor significant use of its facilities, the title and all rights to the invention shall pass to the inventor, and the inventor is free, at his or her own expense, to patent the invention and to retain any resulting royalties. In this case, however, the name "Pomona College" may not be used in the marketing of such invention. Any license agreement should be reviewed by a competent patent attorney before it is signed. Particular attention should be paid to those provisions in the license agreement designed to minimize the licensor's liability arising out of the use of the patent by others and to secure the licensee's indemnification of the licensor against any such liability.

Research Corporation Technologies:

Pomona College has a Confidentiality Agreement with Research Corporation Technologies (RCT). Under this Agreement, the College may submit to RCT an invention in biomedical fields, and RCT confidentially evaluates its patentability and commercial value. If this evaluation is positive, the College may engage RCT to (i) obtain patents (both U.S. and foreign, where appropriate), the title to which the College agrees to assign to RCT, (ii) mediate investment and development arrangements, and (iii) license the production and sales rights. The terms of any agreement to market the invention would be negotiated. For non-biomedical inventions, the Associate Dean of the College will work with RCT to identify an appropriate party to evaluate the invention’s patentability and commercial value.

Copyright:

The policy of Pomona College on copyrights is different from that on patents, reflecting the traditional practice for written works. Under the Copyright Act of 1976, an original work of authorship prepared by a College employee within the scope of his or her employment is a "work for hire" and by law the College is the "author" and hence initial owner of the copyright for such work. However, in keeping with tradition, Pomona College relinquishes to the employee ownership both of works resulting from academic research and/or scholarly study and of creative works of music, literature, art, or computer programs. The College, however, retains ownership of works created or commissioned for a specific institutional purpose, such as laboratory manuals and the like. The College also reminds faculty that if copyrightable material is published without a copyright notice, the copyright may be lost. The appropriate copyright notice should be placed on such work at the time the work is created.

General Use of College Facilities:

In general, College facilities are not to be used for personal gain or commercial advantage. If, in the development of copyrightable materials which result in royalties or other payments, a faculty member makes significant use of

College equipment, facilities, and supplies, wherein the College incurs significant real costs, the faculty member should reimburse the College for these costs, or ownership of the resulting works should be assigned to the College. Similarly, significant use of College facilities may not be made by faculty members in connection with outside consulting, done on a fee-for-service basis, unless it is for government or other consulting which is essentially pro bono and involves only a modest honorarium. Otherwise, the College should be reimbursed for any significant real costs incurred.

POLICY ON COPYRIGHTED COMPUTER SOFTWARE

(As adopted in compliance with federal guidelines, 1992)

Unless clearly specified within the software license agreement, software is sold for use on a single machine. Generally, such software may be copied to the purchaser's hard disk and a single backup copy may be made. College policy and copyright law do not permit copying single-user software for use by another person or machine, either within or outside the College. Similarly, copyrighted software owned by a person outside the College may not be copied for use on a College computer.

Some software is sold with a site license which permits use of the software on a number of computers. Software manufacturers may distribute evaluation copies of software to be tested by potential purchasers. In these situations the number of users and conditions of use are specified when the software is distributed. The person who obtains site-licensed or evaluation software at Pomona College is responsible for making the conditions of use known to authorized users. College policy does not permit users of such software to copy and distribute it to non-authorized persons. Note that authorized use of such software does not extend to other locations or purposes than that for which the software was licensed. Evaluation software must be returned or destroyed at the end of the specified evaluation period.

The valid evidence that copyrighted software is being used properly is that the original media (e.g., diskettes) and the product documentation are in the user's possession. Copyright law and College policy require that software for which this condition is not met be erased from diskettes and hard disks. If the software is necessary for the user's work, it should be purchased. In planning to institute new computer functions, the cost of needed software should be included in the budget. Questions of interpretation or implementation of this policy can be referred to the Office of Information Technologies.

POLICY ON PHOTOCOPYING OF COPYRIGHTED MATERIALS

(As revised in compliance with federal guidelines, 1998)

Pomona College adheres to U.S. copyright law by following the requirements of the Copyright Act of 1976 and the guidelines endorsed by Congress concerning educational use. In 2007 the Claremont Colleges adopted a joint copyright policy, which is included in this Handbook, above. The policy and related resources are maintained by the Libraries of the Claremont Colleges and are available at <http://copyright.pomona.edu>. The following is a summary of guidelines to assist faculty with the application of copyright law. The copyright website contains more detailed information and in particular focuses on copyright law and electronic and other non-print resources.

- I. **Basic principle:** Except as permitted by the "Fair Use" doctrine and the "Public Domain" criteria described below, no photocopying of copyrighted material will be done without the copyright owner's written permission. This applies whether or not the copying is for educational use.
- II. **Fair Use Doctrine:** Section 107 of U.S. copyright law permits copying without permission in certain limited situations. No one factor alone determines fair use, but the guidelines below are derived from these factors and are considered to constitute fair use:
 - A. purpose and character of the use (i.e., educational vs. commercial);
 - B. nature of the copyrighted work;
 - C. amount and substantiality of the portion copied in relation to the whole work; and
 - D. effect of the use upon the potential market for the work
- III. **Single copy:** There is no automatic exemption for making even one unauthorized personal copy of any work. However, a faculty member may make a single copy, for scholarly research or for use in teaching or preparing to teach a class, of the following works:
 - A. a chapter from a book;
 - B. an article from a periodical or newspaper;
 - C. a short story, short essay, or short poem;
 - D. a chart, graph, diagram, drawing, cartoon, or picture from a book, periodical, or newspaper

- IV. **Multiple copies for classroom use:** Multiple copies (not to exceed more than one copy per student) may be made by or for the faculty member, provided that the copying meets the tests below for brevity, spontaneity, and cumulative effect, that every copy includes the notice of copyright, and finally that none of the prohibitions in V below is violated.
- A. Brevity:
 - 1) Poetry: a complete poem if less than 250 words and printed on at most 2 pages, or an excerpt of at most 250 words from a longer poem;
 - 2) Prose: a complete article, story, or essay if less than 2,500 words, or an excerpt of at most 1,000 words or 10% of the work, whichever is smaller, or longer;
 - 3) illustration: one chart, graph, diagram drawing, cartoon, or picture per book or periodical issue;
 - 4) no more than the smaller of 2 pages or 10% of the words of “special” works, such as children’s books that combine language with illustrations and fall short of 2,500 words total.
 - B. Spontaneity:
 - 1) the copying is at the inspiration of the individual faculty member, and
 - 2) the moment of inspiration and the moment of use for maximum teaching effectiveness are so close in time as to make unreasonable the expectation of a timely reply to a request for permission.
 - C. Cumulative effect:
 - 1) the copying is for only one course;
 - 2) not more than one short poem, article, story, essay, or two excerpts from such may be copied from the same author, nor more than three from the same collective work or periodical for one class term; and
 - 3) there shall be at most nine instances of all such multiple copying for one course in any one term. [(2) and (3) do not apply to newspapers or current news periodicals.]
- V. **Prohibitions:** If any of the items below is violated, fair use fails.
- A. Copying shall not be used to create, replace, or substitute for anthologies, compilations, or collective works, regardless of whether or not the copies are bound together.
 - B. There shall be no copying of or from consumable items, such as workbooks, standardized tests, etc.
 - C. Copying shall not:
 - 1) substitute for purchase of books, publisher’s reprints, or periodicals;
 - 2) be directed by higher authority; and
 - 3) be repeated for the same item by the same faculty member for two or more terms.
 - D. No charge to the student may exceed the actual cost of photocopying.

The Duplicating Services Office at Alexander Hall will not accept copyrighted material for copying unless:

- 1) it is given a copy of written permission from the publisher;
- 2) the material falls under “public domain”; or
- 3) the copying request complies with the “Fair Use” guidelines interpreted in consultation with the copyright coordinator at Huntley Bookstore.

Questionable cases will be referred to the Dean’s Office.

**POMONA COLLEGE HARASSMENT AND DISCRIMINATION POLICY
AND COMPLAINT PROCEDURE**

(As adopted by the Board of Trustees on 7 October 2000 and revised on 14 December 2005)

I. Statement of Policy

Pomona College seeks to maintain an environment of mutual respect among all members of its community. All forms of harassment and discrimination on the basis of sex, gender identity and expression, religion, creed, color, race, national or ethnic origin, ancestry, sexual orientation, physical or mental disability, age, marital status, or any other basis described in Pomona College’s Nondiscrimination Policy or otherwise prohibited by state or federal law destroy the foundation for such respect and violate the sense of community vital to the College’s educational enterprise.

This policy strictly prohibits discrimination against, or the harassment of, any individual at the College or at official College activities occurring away from campus, including but not limited to all individuals regularly or temporarily employed, studying, or with an official capacity at Pomona College (such as Trustees, guest lecturers, volunteers, and contractors). Persons violating this policy will be subject to disciplinary action up to and including discharge from employment or expulsion from the College.

It is the responsibility of all faculty, staff and students at the College to ensure compliance with this policy. Accordingly, faculty, staff or students who believe they are being harassed or discriminated against, have observed harassment of, or discrimination against, another person at the College in violation of this policy, or believe such conduct has occurred, should immediately report the incident following the complaint reporting procedures below.

Because harassment and discrimination can also constitute violations of federal and state law (Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, and/or Section 12940 of the State of California Government Code), any individual who feels that she or he has been subjected to harassment or discrimination may, in addition to notifying the College by using the complaint reporting procedures below, file a complaint with the appropriate state or federal agencies. Such complaints may be filed with the California Department of Fair Employment and Housing (DFEH) or the comparable federal agency, the Equal Employment Opportunity Commission (EEOC). Complaints may also be filed with the federal government's Office of Civil Rights (OCR).

II. Retaliation and Intentional False Charges Are Prohibited

Retaliation against a person who reports, complains about, or participates in the investigation of harassment or discrimination is prohibited and is a violation of this policy. To protect against such behavior, any individual fearing retaliation may work with the Grievance Officer to devise some measure of protection. For a student fearing retaliation from a faculty member, this might include allowing a late course drop without penalty; or an agreement with the student's advisor or department chair to review the student's grading pattern for consistency in the class under question; or some similar action. For a staff member this might include the temporary altering of work responsibilities or place, reporting to a different supervisor, or some similar action. Making a knowingly false charge of harassment or discrimination against anyone is also prohibited and is a violation of this policy.

III. Confidentiality

All investigations will, to the extent possible, be conducted confidentially consistent with the College's policy to be prompt and thorough. To protect all parties involved in an alleged harassment case, it is essential that confidentiality be maintained by the persons involved and any witnesses. The breaching of confidentiality is prohibited and is a violation of this policy.

IV. Discrimination and Harassment Defined

A. Discrimination is the denial of opportunity to, or adverse action against, a person because of that person's sex, gender identity and expression, religion, creed, color, race, national or ethnic origin, ancestry, sexual orientation, physical or mental disability, age, marital status, or any other basis described in Pomona College's Nondiscrimination Policy or otherwise prohibited by state or federal law. Actions or policies that provide unequal opportunity in education or employment or adversely affect the terms and conditions of a person's employment or education at the College, and which are motivated or based, in whole or part, upon any of the foregoing categories, can constitute discrimination in violation of this policy. For example, a faculty member who subjects a student to a stricter grading standard than others due to the student's race would violate this policy.

B. Harassment can take many forms, and it needs to be emphasized that harassment can be, and often is, nonphysical, including verbal or visual conduct such as words, pictures, gestures, and other forms of expression. To count as harassment under this policy, such conduct must: a) be based upon one or more of the categories mentioned above,

b) be offensive to the individual complaining of harassment and offensive to a reasonable person, and c) be so persistent, repetitive, pervasive or severe that it has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating an intimidating, abusive or hostile educational, employment or living environment at the College. Harassment may also occur when submission to conduct described above is made either explicitly or implicitly a term or condition of an individual's employment, education, living environment at the college, or participation in a college activity.

For important limitations and the necessity of understanding conduct in context see Section V below, **Harassment, Discrimination and Free Speech.**

C. Sexual harassment, like other forms of harassment, clearly endangers an atmosphere of civility and respect and is not tolerated at Pomona College. In addition to the types of conduct summarized above, sexual harassment can include unwelcome conduct such as sexual advances, unwanted touching, and conversation containing sexual comments.

The College's definition of sexual harassment is based on the definition formulated by the federal Equal Employment Opportunity Commission, as follows:

Sexual harassment may be described as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, education, living environment at the College, or participation in a College activity; **or**
- (2) submission to or rejection of such conduct by an individual is used as the basis for academic or employment decisions affecting that individual; **or**
- (3) such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance by creating an intimidating, abusive or hostile educational, employment, or living environment at the College.

In addition, in order to constitute sexual harassment, the conduct must be offensive to the individual complaining of harassment and offensive to a reasonable person of the same gender.

V. Harassment, Discrimination and Free Speech

As an educational institution, Pomona College is committed to the principle of free expression and the exploration of ideas in an atmosphere of civility and mutual respect. Thus, in keeping with the principles of academic freedom, there can be no forbidden ideas.

Pomona College also recognizes that the educational process can often be disturbing and unsettling, particularly when one's current ideas or values are being challenged. This means that the learning, working, and living environments might not always be comfortable for all members of the college community. The College does not proscribe speech simply because it is offensive, even gravely so. In determining whether an act constitutes discrimination or harassment, the context must be carefully reviewed and full consideration must be given to protection of individual rights, freedom of speech, and academic freedom.

VI. Harassment and Discrimination Complaint and Resolution Procedures

The surest prevention of harassment and discrimination is the clear understanding among all members of the community that such behavior both will not be tolerated and will be reported as soon as feasibly possible. Any faculty member, staff member, or student believing that she or he has experienced or observed harassment or discrimination in violation of this policy, or who believes such conduct has occurred, should promptly follow these complaint procedures:

- 1) In cases of harassment, approach the harasser and ask him/her to stop. If you are unable to approach the harasser or are unsuccessful in doing so, make a complaint to one of the College's Grievance Officers per step two.
- 2) Complaints of harassment or discrimination should be made to any one of the following four Grievance Officers: the Office of the Dean of the College, Associate Dean Katherine Hagedorn (ext. 18518); the Office of Human Resources, Brenda Rushforth (ext. 18175); the Office of the Dean of Students, Marcelle Holmes (ext. 72147); or the Office of the Dean of Campus Life, Dean Ric Townes (ext. 72239), who are designated by the College as the Harassment and Discrimination Grievance Officers to receive complaints of harassment or discrimination in violation of this policy. The offices of the first three Officers are located at Alexander Hall, and the office of the fourth Officer is located at Sumner 122.

Complaints may be made in person to the Grievance Officer or in a written statement that identifies the complainant, and should be made as soon as reasonably possible after occurrence of the events in question.

A. Response of the Grievance Officer to Complaints

The Grievance Officer will take appropriate action in response to every complaint. Upon receipt of a complaint, the Grievance Officer will attempt to consult first with the complainant (who is always considered to be the person against whom violations of this policy have allegedly occurred, even if a third party reports a complaint). The Grievance Officer may, after attempting to confer with the complainant, determine that the conduct complained about clearly does not constitute harassment or discrimination and so inform the complainant. The Grievance Officer may also, in determining that the conduct does not constitute harassment or discrimination, decide that, if left unchecked, it could develop into harassment or discrimination, and therefore speak with the person engaging in this conduct and/or take other steps to prevent such harassment or discrimination from occurring. This action will be taken in recognition of the fact that an effective harassment and discrimination policy involves taking every opportunity available to educate those who may not realize that certain conduct could constitute harassment or discrimination if left unchecked.

B. Investigation

Every complaint will be investigated promptly and thoroughly, including any alleged instances of retaliation, intentional false charges, or breaches of confidentiality. In conducting an investigation, the Grievance Officer will be sensitive to the possibility of retaliation by the respondent as the result of the initiation of an investigation. The Grievance Officer may, at his or her discretion, appoint an outside neutral investigator to assist the Grievance Officer and conduct the investigation.

As part of the investigation process, the Grievance Officer may ask, but not require, the complainant (who is always considered to be the person against whom a violation of this policy has allegedly occurred, even if a third party actually reported the complaint) to submit a signed, written statement concerning the allegations. This statement should contain all relevant details, such as the names of the people involved, the names of any witnesses, and the times and locations of the alleged harassing behavior. The Grievance Officer may also, at his or her discretion, prepare a written summary of the charges. If a written statement or summary (or both) is prepared, the Grievance Officer will furnish a copy to the respondent, who will normally have one week (or a longer or shorter time if circumstances warrant) from the date the notification of charges is sent in which to respond, either orally or in writing. Any documents generated during this process must be kept confidential by the parties involved and not shared with witnesses or persons not involved in the matter. The foregoing documents and/or response are not a required component or precondition of an investigation, and there will be no adverse consequence for anyone who declines to submit a complaint or response in writing.

C. Informal Resolution

If, after the Grievance Officer completes an investigation, both parties agree to attempt an informal resolution of a charge of harassment or discrimination, and if the Grievance Officer determines that such an informal process is appropriate under the facts and circumstances of the case, one or more of the following, or similar, methods may be utilized:

- (a) a meeting of the Grievance Officer, the complainant, and the respondent; and/or
- (b) a meeting between the Grievance Officer and the respondent; and/or
- (c) a recommendation of training courses or seminars for either principal; and/or
- (d) referral of the case to a mediator who has both legal and personnel relations experience. The mediator will discuss the issues with both principals and seek appropriate actions by the principals involved to reach an acceptable resolution.

This informal procedure is intended to resolve actual or perceived instances of harassment and discrimination through agreement and mutual understanding between the parties involved without the need for more formal action by the College. Accordingly, at the conclusion of an informal procedure which results in the parties and the Grievance Officer agreeing the charge has been successfully resolved, each party will be asked to sign an acknowledgment that the informal procedure was performed with her or his agreement and resulted in a resolution of the charge that was satisfactory to her or him. The details of any conditions agreed to by either party (e.g. counseling, the avoidance of a particular behavior) may be included in this agreement. Signing the acknowledgment form is the final step in the informal resolution process and is entirely voluntary on the part of each party. There will be no adverse consequences for anyone who declines to participate in the informal resolution procedure or who participates in an informal resolution procedure and then subsequently declines to sign the acknowledgment of resolution. If either party declines to sign the acknowledgment, the informal procedure will be deemed unsuccessful.

This informal procedure normally will not exceed four weeks, although in some cases mediation may take longer. The signed acknowledgment will be kept in the confidential files of the Grievance Officer who conducted the investigation and informal resolution.

D. Formal Resolution

In cases where, after investigation, the Grievance Officer determines that there are no material issues or factual disputes (e.g., where the allegations do not constitute a violation of the policy or where the respondent admits the allegations), then the Grievance Officer will prepare a final report and, if a violation of this policy is found, submit the report in the form of a recommendation to the Vice Presidents (Vice President for Academic Affairs and Dean of the College, the Vice President and Dean of Students, and the Vice President and Treasurer of the College) for further action without the need for a hearing.

In all cases where informal resolution attempts are not made or have failed, and where there are material issues and/or factual/credibility disputes to resolve, the Grievance Officer will set the charge for a formal hearing. If the Grievance Officer has not done so already, the complainant will be asked, but not required, to submit a signed, written statement concerning the allegations. In the event the complainant refuses to submit a statement, or if the statement submitted is not sufficient, the Grievance Officer shall prepare one summarizing the charge. This

statement should contain the relevant available details, such as the names of the people involved, the names of any witnesses, the times and locations of the alleged misconduct, and a summary of the alleged misconduct. If not done already, the Grievance Officer will furnish a copy of the charge to the respondent, who will have two weeks in which to submit a written response if he or she chooses, a copy of which will be given to the complainant. These documents must be kept confidential by the parties involved and not shared with witnesses or persons not involved in the matter. There will be no adverse consequences for anyone who declines to submit a complaint or response in writing.

The procedure for formal resolution will normally be completed within three months of receipt of the complainant's written statement by the Grievance Officer or the composition of a written statement by the Grievance Officer in the absence of a written statement by the complainant, although the process may sometimes take longer.

The Grievance Officer will refer the written complaint and the response, if any, to a panel of the Harassment and Discrimination Grievance Committee (the "panel") and will notify the President that a formal hearing has been initiated. The submission of these documents to the Committee panel constitutes the opening of the formal procedure. The Harassment and Discrimination Grievance Committee will select six members to form a hearing panel in the manner described in Section IX below. Selection will normally be made within one week of receiving the response (or expiration of the two-week response period) or sooner if the response is already on file. The panel will be chaired by the Grievance Officer. The complainant and respondent will be informed of the composition of the panel and have the right to one peremptory challenge each. The complainant and respondent may also indicate at this point if they think any members of the panel have a conflict of interest. The panel will make the final determination as to whether or not such a conflict of interest exists, and may consult with the Grievance Officer in making its determination. Individuals removed from the panel as a result of these challenges will be replaced according to the procedures outlined in Section IX below.

Normally, within one week of their selection, the members of the Committee panel will meet to discuss the complaint and the response. The Committee panel will proceed as quickly as possible to conduct a prompt, thorough, and unbiased hearing. It will invite the complainant and respondent to appear before it, and will hear and question witnesses, if there are any. The complainant and respondent may be present at the hearing if they choose. The panel will conduct its own inquiry, receiving whatever information it deems necessary to assist it in reaching a determination as to the merits of the charge, including information obtained by the Grievance Officer during the initial investigation. The panel may also rely upon the investigation conducted by the Grievance Officer. Both parties may provide, for the panel's consideration, the names of any witnesses they suggest be called. If the panel determines that "new" evidence has been presented during the hearing, the panel will, at the request of the complainant or respondent, adjourn the hearing for a period that the panel deems appropriate to enable the party to respond to such evidence. Evidence is considered "new" only if the panel believes the evidence is relevant and important and could not with a reasonable effort have been discovered earlier by the party. The panel will base its determination whether behavior constitutes discrimination or harassment under the policy on the evidence presented.

The hearings will be closed, except to the principals, and the attendance of lawyers will not be permitted. Each principal may have an academic advisor from within the College (approved by the panel) at the hearing. The advisor may consult with the party but may not address the hearing panel. Once the hearings have ended and the process of deliberation has begun, meetings of the Committee panel will be closed to all but panel members. The Grievance Officer shall be present for and may participate in the hearing but shall not be present for the panel's deliberation. All proceedings will be confidential and will not be discussed outside the Committee panel or hearing process. The parties and any witnesses and advisors must keep the hearing proceedings strictly confidential.

Decisions of the Committee panel will be by majority vote and limited to the issue of whether, in the panel's judgment, a violation of this policy has occurred. The Grievance Officer shall not vote except in cases of a tie or when the panel is otherwise unable to reach a conclusion. As soon as a decision on the case is reached, it will be summarized in writing in the form of a recommendation to the Vice Presidents. The form and content of the panel's written decision, which shall contain factual findings and a written summary of the basis for the conclusion, shall be agreed upon and signed by all panel members. A confidential copy of the Committee panel's report will be given to the complainant and the respondent and will be placed in the permanent confidential records of the Grievance Officer.

The Vice Presidents will have access to the complete record of the case and will determine any sanctions to be imposed or corrective action to be taken in light of any prior sanctions imposed on the violator or corrective action taken. The Vice Presidents will communicate their decision to the Grievance Officer, Committee panel, and the parties within two weeks. The appropriate Vice President will also enter the decision in the permanent record of an individual found to have violated this policy.

In cases where related complaints are being submitted to both the Grievance Officer and the Faculty Grievance Committee or Staff Grievance Committee, the investigation and/or hearing of the harassment or discrimination complaint will be completed first in accordance with this policy, and the results submitted to the Faculty Grievance Committee or Staff Grievance Committee, as well as to the Vice Presidents and President of the College.

In cases where a faculty member contends that a decision of reappointment, promotion, tenure, or dismissal was the result of discriminatory treatment in violation of this policy, and in the event the Committee panel and/or Grievance Officer concludes that there has been a violation, the written report will be submitted to the President in addition to the Vice Presidents. The President shall decide whether to direct a new consideration of the faculty member for reappointment, promotion, tenure, or dismissal, as the case may be, purged of the discriminatory treatment complained of. The President will have access to the complete record of the case and will consider the Grievance Officer's and/or Committee panel's report. The President shall inform the complainant, the members of the Committee panel, and the Grievance Officer of the action or actions taken.

E. Disciplinary Action

Disciplinary action for a violation of this policy may range from a reprimand and warning to dismissal or expulsion. Intermediate sanctions may include suspension, with or without pay, or required attendance at training courses and seminars, among other things. In appropriate cases, the Vice Presidents may, upon the recommendation of the Grievance Officer, temporarily suspend, with pay, a person accused of violating this policy pending an investigation and/or hearing. Other interim steps, such as separating the complainant and respondent or modifying work schedules, may also be employed while the investigation and/or hearing is in progress.

F. Appeal of Decision

Once any case has been resolved, any person sanctioned for a violation of this policy by the formal procedure may appeal the decision to the President of the College. The complainant also has the right of appeal in cases where a sanction is not imposed. The President will have access to the complete record of the case. The President may reverse or uphold the decision in its entirety or may refer the case back to the Grievance Officer or Committee panel or, if appropriate, to the Vice Presidents with a request for reconsideration based upon his or her specific objections. Written notice of any appeal decision shall be provided to both parties and the Grievance Officer. The Grievance Officer will inform any Committee panel members who are still at the College of the appeal decision. Any sanctions imposed shall remain in effect while the appeal is being considered.

VII. Record Keeping

Each of the Grievance Officers will register each complaint of harassment or discrimination he or she receives. Records relating to such complaints will be confidential and maintained separately from other College records in secure locations in the offices of the Grievance Officers. Records of allegations maintained by the Grievance Officers which do not result in sanctions normally will be discarded after four years unless there are additional complaints against the same person within this four-year period.

VIII. Appointment and Duties of a College Grievance Officer

There will be four Grievance Officers: a senior administrator from the office of the Dean of the College; the Director of Human Resources; a senior administrator from the office of the Dean of Students; and a senior administrator from the office of the Dean of Campus Life. The office responsible for the category of the respondent (i.e. student, faculty, or staff) normally will be in charge of the investigation. It will be the responsibility of each Grievance Officer to:

- (a) administer and conduct investigations pursuant to this policy;
- (b) maintain and monitor confidential records relating to complaints brought under this policy;
- (c) initiate informal resolution procedures as appropriate;
- (d) initiate formal resolution procedures as appropriate.

The Grievance Officers shall also have the authority to:

- (a) coordinate with the three other Grievance Officers an on-going, campus-wide educational program designed to help all members of the Pomona College community understand, prevent, and combat harassment and discrimination;
- (b) oversee the dissemination of the Pomona College Policy Against Harassment and Discrimination;
- (c) suggest training courses and seminars as part of the informal resolution process;
- (d) initiate follow-up with respect to cases that have been resolved; and
- (e) provide annual reports to the President and to the whole Pomona College community on efforts against harassment and discrimination at the College.

IX. Appointment of the Harassment and Discrimination Grievance Committee

The Harassment and Discrimination Grievance Committee will consist of six faculty members, six staff members, and six student members appointed by the President for staggered two-year terms with the possibility of reappointment. Ordinarily each group—i.e. faculty, staff, and students—will consist of three males and three females, chosen with regard to the heterogeneity of the College community. The College Grievance Officers will receive nominations for members of the Harassment and Discrimination Grievance Committee from the Faculty Executive Committee, the Staff Council, and the Associated Students of Pomona College.

At the beginning of each academic year, members of the Committee will receive education on the grievance procedures as well as problems and issues that arise in discrimination and harassment cases. The Committee will select six of its members to conduct a hearing under the formal resolution procedures. In all cases of alleged sexual or gender harassment, at least three of the six panelists will be the same gender as the complainant. When the complainant and respondent are both faculty members, the panel will consist of six faculty members. When either the complainant or the respondent is not a faculty member, the panel will consist of three faculty members and three members of the committee from the category of the other party. In cases where a faculty member contends that a decision on reappointment, promotion, tenure, or dismissal was the result of discriminatory treatment in violation of this policy, the Committee shall consist of six faculty members. If, for some reason, an individual cannot serve on a panel (e.g. because of a peremptory challenge or because the panel determines that one of its members has a conflict of interest) and cannot be replaced from among other members of the Committee, an alternate will be selected from the faculty, staff, or student bodies at large by the Faculty Executive Committee, the Staff Council, or the Associated Students of Pomona College as appropriate. The student members of the Committee will only hear cases where a student is one of the principals involved. After the panel has been selected, the Grievance Officer may indicate any instances where a conflict of interest exists, and an alternate will be appointed as set forth above.

X. Review of Policy

This policy will be reviewed from time to time by the College faculty and/or administration and modified when appropriate.

FACULTY STATEMENT ON CONSENSUAL RELATIONSHIPS

(As adopted by the Faculty, March 4, 1994)

As a matter of professional ethics, faculty members should avoid potential conflict between their professional responsibilities and personal interests in their relationships with students. Faculty members will refrain from having a sexual relationship with or making sexual overtures to students whom they teach, advise, evaluate or supervise in any way.

DISCUSSION OF POTENTIALLY COERCIVE RELATIONSHIPS BETWEEN STUDENTS, FACULTY, AND STAFF

Anyone in a position of institutional authority over other persons should be sensitive to the potential for coercion in sexual relationships that also involve professional relationships. These potentially problematic relationships may involve persons in a position of authority over their institutional subordinates or they may involve those who teach and counsel students. The recommendations and requirements described below and included as policy statements in both the Pomona College Faculty Handbook and the Pomona College Staff Handbook are designed to protect the integrity of the College's instructional, counseling, and supervisory responsibilities by separating sexual relationships from professional ones.

All faculty and many staff are potentially in a position of power with regard to students; hence, sexual relationships between employees and students are normally inappropriate. A sexual relationship between them, however, is altogether unacceptable when a faculty or staff member actually does have teaching, evaluative, advising, or supervisory responsibilities for a student, even if the parties involved view the relation as consensual.

To protect the integrity of the educational process, the College expects a faculty or staff member to:

- (a) refrain from taking any teaching, evaluative, counseling, or supervisory roles involving a student with whom he or she has had a sexual relationship in the past, unless circumstances warrant a waiver.
- (b) remove himself or herself from any teaching, evaluative, counseling, or supervisory role involving a student with whom he or she is currently having a sexual relationship, even if it is considered consensual.

Since the absence of the faculty or staff member may deprive the student of educational, counseling, or career opportunities, both parties should be mindful of the potential costs to the student before entering into a sexual relationship. If they nonetheless choose to do so, and the faculty or staff member currently has professional responsibilities for the student, the parties involved should consult with either party's Vice President about how best to implement the removal, abiding by the Vice President's decision. A faculty or staff person who does not abide by rules (a) and (b) is potentially at risk to complaints of coercion or of preferential or prejudicial treatment. Should a complaint be found valid, the faculty or staff member will also be subject to disciplinary action.

A sexual relationship with a member of the faculty or staff for whom one has professional responsibilities may similarly put claims of consent into question or raise questions of unfair evaluation. To protect the integrity of the working relationships among employees, the College expects anyone in a position of authority to:

- (a) refrain from taking any supervisory, evaluative, or counseling roles involving a subordinate with whom he or she has had a sexual relationship in the past, unless the circumstances warrant a waiver.
- (b) remove himself or herself from any supervisory, evaluative, or counseling role involving a subordinate employee with whom he or she is currently having a sexual relationship.

The parties involved should consult with either party's Vice President concerning the need for a waiver or a removal. The Vice President shall grant or deny the waiver or arrange for the removal, and the parties involved shall abide by the administrator's decision. A faculty or staff person who does not abide by rules (a) and (b) is at potential risk to complaints of coercion or of preferential or prejudicial treatment. Should a complaint be found valid, the faculty or staff person will also be subject to disciplinary action.

RESOLVING WORKPLACE-RELATED PROBLEMS: OPEN-DOOR POLICY

(Approved 4/8/05; revised 2006-07)

Consistent with its view of the academic environment generally, the College believes in open communication and dialogue as a preferred method of handling any job- or workplace-related concern or complaint you may have. Accordingly, the College has an Open-Door Policy under which your immediate supervisor, director or department chair and the persons listed below are available to discuss work-related concerns. You are encouraged to take advantage of these avenues for discussion and to raise and discuss concerns or complaints as soon as possible after the events that cause them. You are further encouraged to pursue the discussion of your work-related concerns until the matter is fully resolved.

In many circumstances, your immediate supervisor, director or department chair will be the most appropriate person to whom to speak. However, if for any reason you do not wish to discuss the matter with her or him, you should visit *any* of the following persons instead:

- your department chair, if you work in an academic department, *or*
- your director, if you work in an administrative office, *or*
- the Assistant Vice President, Human Resources (who is also a Grievance Officer), *or*
- the Vice President responsible for your office or department.

The College will attempt to keep the discussions, the results of the investigation and the terms of resolution confidential. In the course of investigating and attempting to help resolve matters, however, some discussion with and dissemination of information to others may be necessary or appropriate.

Complaints arising under, or which you believe may arise under, the College Harassment and Discrimination Policy and Complaint Procedure should be brought to the attention of one of the College's Grievance Officers in accordance with the procedures of said policy.

POLICY ON THE EMPLOYMENT OF RELATIVES

(As revised by the Claremont Colleges, September 1988)

It is the policy of The Claremont Colleges to allow the employment of relatives of current employees on the same basis as other applicants. However, no one may be hired or hold a position in a department or administrative unit in which a relative participates in making recommendations or decisions specifically affecting his or her appointment, retention, evaluation, work assignment, promotion, transfer, or salary.

For purposes of this policy, the term "relative" includes, but is not limited to, a brother, sister, mother, father, wife, husband, son, daughter, brother-in-law, sister-in-law, mother-in-law, father-in-law, step-child, step-parent. It should be interpreted to include persons who are living in the same household.

Special Consideration for the Hiring Process: If there is any sort of relationship between the supervisor and the top candidate (e.g. friend, neighbor, relative of future spouse, etc.) this relationship must be declared to the Diversity Officer prior to a hiring offer being made. It is very important that special care be taken to ensure that such candidates are objectively evaluated by a third party.

Note: In order to make an exception to these procedures, permission must be obtained from the appropriate College officer.

POMONA COLLEGE NONDISCRIMINATION POLICY

(Adopted by the Board of Trustees, December 13, 2000)

Pomona College complies with all applicable state and federal civil rights laws prohibiting discrimination in education and the workplace. This policy of non-discrimination covers admission, access, and service in Pomona College programs and activities, as well as hiring promotion, compensation, benefits, and all other terms and conditions of employment at Pomona College.

POMONA COLLEGE PLAN FOR RECRUITING A DIVERSE FACULTY

(As approved by the Pomona College Faculty, November 12, 2004)

In 1993, addressing student and faculty concerns about the need for greater diversity in the College's curriculum, admissions, faculty, staff, and administrative hiring, the faculty passed the following resolution, declaring: "Increased ethnic diversity among the faculty would enable Pomona College to pursue its educational mission more effectively, and additional efforts to achieve diversity are warranted." In 2004, the faculty reaffirms this resolution and rededicates itself to seeking excellence and diversity in all searches at the College.

I. Introduction

In a world in which peoples and nations with sharply different ideals and experiences are increasingly coming into contact with one another, we believe that our intellectual leaders must be as diverse as the students they will be teaching and the larger society they represent. It is striking that the southern California region in which Pomona College is located is becoming one of the most ethnically diverse regions in the United States, as the United States continues to draw immigrants from all over the world. At Pomona College our educational mission is to foster leaders by developing their power to analyze conditions and creatively imagine new ones. Our success depends upon admitting a diverse student body and hiring a diverse faculty since only through a "robust exchange of ideas," as Justice Lewis F. Powell wrote, generated out of a variety of backgrounds and experiences and types of knowledge, can we create an atmosphere that is "most conducive to speculation, experiment and creation." Central to the education our students enjoy at our residential college is the face-to-face interaction with faculty members who, because they may come from different cultural, economic, and racial backgrounds, might challenge their unexamined notions of how the world operates. This is an educational benefit that serves our entire academic community and will help prepare all of our students to develop informed, constructive, leadership roles in the world.

The College seeks to promote faculty diversity and equal opportunity by making every effort to provide a scholarly and educational environment that is welcoming, challenging, and supportive of all participants, regardless of race, class, gender, sexual orientation, national origin, religion, or political perspective. Although we do not believe that race and gender are the only important differences our faculty should embody -- indeed, there are many kinds of differences that we feel are crucial to have represented in our community even as these differences change over time -- yet we continue to believe that race and gender are of special importance, and we will continue to make efforts to recruit from historically underrepresented racial and ethnic groups that have experienced prejudice and discrimination.

The College should employ a variety of strategies to recruit and retain a diverse faculty. We recognize that not all disciplines are the same and that each search has its own possibilities, constraints, and applicant pool. Not all approaches or strategies will work equally well in all searches. Sensitivity to the problems in each discipline

requires a flexible conceptualization of diversity. But we believe that we must also be intentional from the beginning of every search about our commitment to finding as diverse an applicant pool as possible and that our campus-wide goal is to hire a diverse faculty body. Finally, the hiring process cannot be the College's only initiative in attempting to diversify the faculty. Careful efforts to mentor all faculty, including women of all backgrounds and faculty of color, especially as junior faculty, by department chairs, program coordinators, and by the Dean of the College will be necessary to ensure their academic success.

II. Recruiting and Hiring

A. Composing the Search Committee

The Dean, Diversity Committee, and Diversity Officer will meet together with all department chairs who have authorized searches for the coming year to emphasize the College's diversity plan and to strategize ways in which the most diverse candidate pool can be developed: these might include identifying and contacting two or three distinguished faculty in their field(s) to advise them in an ongoing way about how to achieve an excellent diverse candidate pool; or, if a department lacks such expertise on their own faculty, they might consider asking a colleague from outside the department or someone from the Diversity Committee to help in outreach efforts.

The Diversity Officer will also meet with each search committee to share annual figures of faculty and color and women faculty members at the College and to discuss the specific plans departments and programs have for creating a diverse candidate pool.

Search committees should create plans that describe the availability of women and faculty of color in the field, the methods of recruitment and advertising, and the objective, non-discriminatory criteria to be used in selecting candidates.

B. Developing the Position Announcement and Advertising

Every effort should be made to ensure that the job advertisement reflects the needs of the College and the Department, and that it is drafted as broadly as possible to attract the largest available pool of potential qualified applicants. Job advertisements and a department's strategy to recruit a diverse pool of applicants must be approved by the Dean and Diversity Officer.

In addition to the required notice that the College is an equal opportunity employer, job announcements should contain additional language reflecting the department's interest in attracting applicants whose teaching, research, or service activities can contribute to the academic diversity of the campus. For instance, a department can say: "The department is particularly interested in candidates who have experience working with students from diverse backgrounds and a demonstrated commitment to improving access and success to higher education for underrepresented students. Candidates should describe previous activities mentoring women, students of color, students with disabilities, or other underrepresented groups."

Searches should be broadly advertised beyond simply a department's main professional association. This should include all available avenues for publicizing the position, including national publications, personal contacts, list serves, mailing lists, professional and academic conferences, and web sites. As search committee members write letters or make phone calls to their colleagues to ask about promising candidates, they can specifically inquire about promising women and candidates of color.

Funds will be available for those who wish to attend conferences or meetings attended primarily by women and minorities in the field.

C. Monitoring the Selection Process

The Office of Human Resources at Pomona College will collect diversity data from candidates and tabulate results. The Dean of the College and Diversity Officer will review the applicant pool prior to campus visits in order to determine if women and applicants of color are appropriately represented in the pool at about the rate of their estimated availability in the field. Departments will be expected to review whether recruitment and outreach procedures were sufficiently broad, and if not, the department will need to consider reopening the search with expanded recruitment efforts.

The Dean and the Diversity Officer will review the longer short list to ensure that objective, non-discriminatory selection criteria were properly and consistently applied in the review of the candidates, and that those criteria were consistent with the documented academic needs of the department. If selection problems are identified, a search committee can either reopen the search to conduct additional outreach or revisit the pool of all qualified candidates and create a new list according to appropriate selection criteria. Search Committees should prepare a written report that describes the reason(s) for both including and rejecting candidates from the short list of those selected for campus interviews. The Dean and the Diversity Officer will review those documents and will examine committee selections to ensure that they meet the selection criteria listed in the position announcement.

D. Additional Hiring Procedures

In addition to the Search Committee process above, the College has two additional hiring procedures in which the College's diversity interests can and should be recognized. The Target of Opportunity hire, which is described in the first instance in the Chair's Handbook, and the Pomona College Scholar for Academic Diversity are described below.

(1) Pomona College Scholar for Academic Diversity

Pomona College will normally offer one appointment of a Pomona College Scholar in Residence each year. The screening of candidates should be based on excellence in scholarship, teaching, and the possibility of service to the college and community including the mentoring and advising of a diverse student body. The College is particularly interested in candidates whose scholarship emphasizes such issues as race, social equity, and/or communities underserved by traditional academic research, or have experience working with students from diverse backgrounds and a demonstrated commitment to improving access to higher education for underrepresented students. All applications will be accepted and reviewed and decisions will be made without regard to race, gender, or ethnicity. The Scholar will teach one or two courses, depending on whether they have the Ph.D. in hand. These Scholars could very well be appointed in fields where a tenure track hiring is anticipated. If departments or programs feel a Scholar merits consideration as a Target of Opportunity (TOP), they can bring him or her forward to the Faculty Position Advisory Committee (FPAC) and Faculty Personnel Committee (FPC), without a national search.

(2) 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 we find – either on our own campus or at another institution – 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. The College sees the hiring of this particular person as being in its strategic interest, and it has come to the view that a national search would impede this hire. A TOP is initiated by a department or program. The proposal must go to the FPAC, which judges the merits of adding the position, and then to the Faculty Personnel Committee, which judges the merits of this particular candidate for the position. These two recommendations then go to the Dean and the President, who choose whether or not to authorize the appointment, based in part on available funding.

E. Monitoring and Reporting

The President's Advisory Committee on Diversity will monitor the numbers of women of all backgrounds and faculty of color that the College employs in tenure-track and rolling contracts and annually report these numbers to the faculty. That Committee will periodically assess whether the College has attained a level of diversity that would make special efforts as outlined here no longer necessary or, alternatively, ever more necessary in the years to come.

POMONA COLLEGE DISMISSAL POLICY
(As adopted by the Board of Trustees, March 2, 2001)

I. Background and Principles

1. A faculty dismissal policy should be founded on the principle of faculty self-governance that is central

to academic freedom and academic life at Pomona College. We, as faculty, fully participate in the hiring and promotion of our colleagues. The principle of self-governance suggests that we must also be significantly involved in dismissing a colleague who falls short of professional conduct.

2. The principle of proportionality should also apply. Dismissal is the most severe sanction a faculty can take against one of its own members. It should therefore only be entertained as an option if the alleged cause is equally severe.
3. The principle of privacy should be respected. Confidentiality throughout the dismissal process is required.
4. This policy is intended to address dismissal for cause arising from the conduct of a faculty member. It is not intended to address the College's authority to dismiss faculty due to other circumstances, including financial exigency and change of institutional program.

II. Adequate Cause for Dismissal

1. Unless otherwise provided by written employment contract, dismissal of a tenured faculty member or a non-tenured faculty member prior to the end of his or her appointed term may occur if there is adequate cause, as defined below. These standards are generally in accordance with AAUP guidelines:
 - a. A faculty member exhibits a persistent pattern of under-performance in the area of teaching that is so substandard when compared to the normal activities of the faculty that it qualifies as a clear dereliction of duty. Under-performance in the area of teaching caused by non-teaching administrative responsibilities assigned by the College should not constitute adequate cause. The Dean of the College should already have made reasonable efforts to counsel the faculty member to remedy the problem. If a medical condition is involved, the College should already have made reasonable accommodations for the faculty member to remedy the problem, as required by College policy, state and federal law.
 - b. A faculty member commits an act or acts that are so egregious that they cannot be tolerated, even infrequently, among College faculty. While it would be impossible to list every act that would meet this standard, the standard for egregiousness is exemplified by such acts as gross assault, gross physical violence, rape, embezzlement, extortion, dealing of illegal drugs, wanton destruction of property, gross professional or ethical misconduct including plagiarism and academic fraud, and gross moral turpitude.
2. The thresholds for these definitions of adequate cause are meant to be extremely high, and in every case adequate cause must be related to the faculty member's fitness to remain a member of the College community. While simple commission of the conduct described above will usually constitute adequate cause, this is not automatic. The particulars of the acts and the relevant circumstances surrounding the acts must be weighed before adequate cause can be found. Faculty at Pomona College are carefully hired and offered tenure and promotion based on rigorous criteria in teaching, research, and service. The presumption is therefore that, until clearly demonstrated otherwise, their conduct does not merit dismissal.
3. Because teaching is the core responsibility of faculty members, and because there are already in place several systems for reviewing and rewarding faculty performance in research and college service, considerations of research or College service shall not constitute adequate cause for dismissal.
4. A faculty member shall not be dismissed for conduct that constitutes a legitimate exercise of academic freedom, including the expression of dissenting or unpopular opinions.

III. Initiation of Dismissal Proceedings

1. Keeping in mind the high threshold for adequate cause, any member of the Pomona College community (including the Dean of the College) may propose that dismissal proceedings against a faculty member be initiated by bringing a complaint to the Dean of the College. The following procedures then apply:
 - a. If the Dean is confident that adequate cause for dismissal does not exist, the case ends there. The Dean records the complaint and may inform the accused faculty member (hereafter "the faculty member") of the complaint. The Dean shall refer the complainant to the Faculty Grievance Committee if the complaint is within the Faculty Grievance Committee's jurisdiction.
 - b. If the complaint alleges conduct that is prohibited under the Pomona College Harassment and Discrimination Policy, it shall be referred to the College's Harassment and Discrimination Grievance Officer for investigation and resolution solely in accordance with that policy.
 - c. If the Dean believes that adequate cause for dismissal may exist and the complainant is

someone other than the Dean, the Dean shall meet with the faculty member to inform him or her of the complaint. The faculty member is informed of the complainant's identity and is given the opportunity to respond to the charges. The Dean may then consult with the Professors and Associate Professors who are members of the Faculty Personnel Committee (FPC) on the appropriate course of action. These members of the FPC have a responsibility to recuse themselves if they are directly involved in the matter, or if they feel that they cannot be fair and impartial. The Dean may ask the complainant to meet with these nonrecused members of the FPC to explain why he or she thinks adequate cause for dismissal may exist. The Dean shall then decide whether or not to form an Inquiry Committee.

- d. If the complainant is the Dean, the Dean must meet with the Professors and Associate Professors who are members of the FPC and explain why he or she thinks adequate cause for dismissal may exist. These members of the FPC have a responsibility to recuse themselves if they are directly involved in the matter, or if they feel that they cannot be fair and impartial. Those nonrecused members of the FPC shall then invite the faculty member to meet with them to inform him or her of the complaint. The faculty member is informed of the complainant's identity and is given the opportunity to respond to the charges. Those nonrecused members of the FPC who consulted with the Dean shall then decide by majority vote, in a secret ballot, whether or not an Inquiry Committee should be formed.
2. If the Dean decided in the previous step that an Inquiry Committee should be formed, the Dean shall select four members of the Cabinet who were not among those consulted in the previous step to constitute this committee. If the Professors and Associate Professors who are members of the FPC decided in the previous step that an Inquiry Committee should be formed, those members of the FPC shall select four members of the Cabinet who were not among those consulted in the previous step to constitute this committee. Cabinet members have a responsibility to recuse themselves if they are directly involved in the matter or if they feel that they cannot be fair and impartial. The Dean shall inform the faculty member that this step has been taken. This committee shall inquire into the complaint. It may discuss the case with the complainant. It shall invite the faculty member to respond to the allegations. It shall then vote on whether there is sufficient evidence to warrant a hearing, with a majority vote required of a decision to proceed with a hearing. The standard for such a decision should be that some credible evidence exists of adequate cause for dismissal. The committee shall then draft a confidential written statement explaining in detail why or why not they believe the matter should be pursued. If the committee decides the case against the faculty member should be pursued, their written statement must clearly specify on what charges. This statement shall be transmitted to the President.
 3. The President, upon reading the committee's statement, should issue his or her own confidential written statement either endorsing or rejecting the committee's conclusions and explaining why. If the President believes the matter against the faculty member should be pursued, he or she should clearly specify on what charges. If either the Inquiry Committee or the President conclude the matter should be pursued, it will be. If both agree it should not be pursued, it will not be. In any case, the written statements of both the Inquiry Committee and the President shall be sent to the faculty member.

IV. Suspension of the Faculty Member

1. The President of the College may suspend the faculty member during the proceedings if and only if immediate harm to the faculty member or others is threatened by the faculty member's continuance.
2. Any such suspension should be with pay and benefits.

V. Postponement of the Hearing

1. If the allegations against the faculty member are being contested in court, the President may postpone the Hearing for up to one year.

VI. Hearing Panel Procedures

1. The Cabinet Agenda Committee shall appoint four Cabinet members to a Hearing Panel and one Cabinet member to serve as an alternate to that panel. The choice of members should be on the basis of their fair-mindedness and the high regard in which they are held in the academic community. They shall not have been participants in the dismissal procedure up to this point. Each member shall affirm to the Agenda Committee that they are not directly involved in the matter and that they can be fair and impartial. The Hearing Panel and the alternate shall receive the written statements of the Inquiry Committee and the President.
2. The Hearing Panel members shall appoint one of their number to serve as chairperson.

3. No challenges of Hearing Panel members for cause shall be accepted, but the faculty member shall have the right to one peremptory challenge. If the faculty member exercises this right, the challenged member shall be replaced with the alternate member. If the challenged member was the chairperson, the new panel shall select a new chairperson from among themselves. If the faculty member does not exercise this right, the alternate member is excused.
4. The Affirmative Action Officer shall attend the hearing and serve in an advisory capacity on issues such as race, gender, ethnicity, and sexual orientation. He or she shall observe the process and inform the Hearing Panel of any improprieties regarding these issues.
5. The Hearing Panel shall have the right to determine the rules for the hearing, subject to the following provisions:
 - a. The Hearing Panel shall review the written statements of the Inquiry Committee and the President and shall set the day to begin the hearing process. It is within the Hearing Panel's discretion to determine how much time is adequate for the faculty member to complete his or her own preparations for the hearing.
 - b. The Hearing Panel shall only consider the charges against the faculty member listed in the written statements of the Inquiry Committee and the President.
 - c. The faculty member may have the benefit of representation by a peer counsel (i.e., a faculty colleague from among the Claremont Colleges) throughout the hearing process if he or she so chooses.
 - d. The hearing will be private and confidential to the extent permitted by law.
 - e. The burden of proof in the hearing must never rest with the faculty member. He or she is considered innocent of all charges unless shown otherwise.
 - f. The hearing, but not the Hearing Panel's deliberations, will be audio-recorded, and the recording will become part of the record of the dismissal process. Access to the recording shall be provided only in the case of (a) internal review (see Section VII.5. below) and/or (b) legal proceedings. If the Board of Trustees' final decision is to dismiss, the audio recording should be retained by the Office of the Dean of the College for four years from the date the Board makes that decision. If the final decision is in favor of the faculty member, the recording need not be retained.
 - g. The faculty member has the right not to attend the hearing proceedings or to testify at those proceedings. If he or she exercises one or both of these rights, it shall in no way diminish the Hearing Panel's ability to make any finding regarding any allegation against the faculty member. At the same time, failure to appear or testify should in no way prejudice the Hearing Panel on the validity of the allegations made against the faculty member.
 - h. The Hearing Panel hears and questions the faculty member's initial defense. The faculty member at this stage may present a reasonable amount of evidence and witness testimony. The Hearing Panel determines what is reasonable.
 - i. The Hearing Panel may then receive additional evidence, including the testimony of witnesses, on the allegations against the faculty member and any defense raised by the faculty member. The faculty member should have the opportunity to question all witnesses and respond to all additional evidence. Where unusual and urgent reasons move the Hearing Panel to withhold the faculty member's right to question all witnesses, or where the witness cannot appear, the identity of the witness, as well as the statements of the witness, should nevertheless be disclosed to the faculty member. Subject to these safeguards, statements may, when necessary, be taken outside the hearing and reported to it.
 - j. The hearing process ends with the faculty member's closing argument (of no more than 60 minutes duration unless an exception is made by the Hearing Panel).
 - k. The Hearing Panel will then confidentially confer on each particular allegation made against the faculty member to determine the validity of each.
 - l. Hearsay (i.e., something heard from another) alone cannot constitute adequate evidence to establish a factual claim; hearsay may only have weight if it supports documented evidence or direct witness testimony.
 - m. Adequate cause for dismissal must be established by clear and convincing evidence in the record considered as a whole. This is interpreted to mean that the evidence must be so clear and compelling as to leave no substantial doubt.
 - n. The Hearing Panel will make a general assessment as to whether the valid allegations taken together constitute adequate cause for dismissal. A majority vote, in a secret ballot, is required for a recommendation of dismissal. Otherwise, the recommendation of the Hearing Panel is against dismissal. There are no other recommendations available to the Hearing Panel.
 - o. A written summary of the Hearing Panel's specific findings on each allegation, its general

findings, and its final recommendation shall be sent to the President, the Cabinet, and to the faculty member.

VII. Procedures after the Hearing

1. The Cabinet will meet and deliberate the written findings and recommendations of the Hearing Panel.
2. The faculty member and his or her representative from the hearing may attend and speak at the Cabinet meeting. The Hearing Panel may also attend and speak at the meeting.
3. After careful deliberation, the Cabinet shall vote on whether to accept or reject the Hearing Panel's recommendation. A majority vote of those present prevails. The vote shall be recorded. The Cabinet's vote and recommendation shall be sent to the President and to the faculty member.
4. The President will transmit the Hearing Panel's document, the Cabinet's recommendation, along with his or her recommended course of action, to the Board of Trustees. The President will also transmit his or her recommended course of action to the faculty member.
5. Within 15 days after the recommendations of the Cabinet and President have been transmitted, if the faculty member wishes to contest the handling of the case, he or she may do so in accordance with the Pomona College Harassment and Discrimination Policy and Complaint Procedure (VI. D., as adopted by the Board of Trustees, October 7, 2000) and the Pomona College Faculty Grievance Policy (Jurisdiction (2), as adopted by the Board of Trustees, October 7, 2000; revised March 2, 2001). The Board of Trustees shall not act upon the dismissal recommendation until the review is completed. If the review process determines that a new hearing is warranted, that new hearing should take place before the matter goes to the Board of Trustees.
6. When the Board takes up the matter, if either the Panel's recommendation or the Cabinet's recommendation or the President's recommendation is to dismiss the faculty member, the faculty member may speak to the Board of Trustees. The Board of Trustees may accept the recommendation of the Hearing Panel, but if it does not, the Board will return the recommendations to the Hearing Panel with the objections attached.
7. If the Board of Trustees does not accept their recommendation, the Hearing Panel will reconvene to deliberate the objections of the Board. If necessary, they also will hear new evidence with the faculty member present (if he or she desires to be). After this, the Panel's second recommendation will be sent to the Board via the President's office.
8. After deliberating on the second recommendation of the Hearing Panel, the Board is free to make a final decision on the matter.

VIII. Post-Dismissal

1. Termination of the faculty member's contract becomes effective three months after the date of the final decision from the Board of Trustees.
2. Any faculty member dismissed for cause shall be eligible for health and disability benefits as required by College policy, state and federal law.

POMONA COLLEGE FACULTY GRIEVANCE POLICY

(Adopted by the Board of Trustees, October 7, 2000; revised March 2, 2001, April 29, 2005, and May 13, 2010)

Purpose. The primary purpose of the Faculty Grievance Committee shall be to provide by a process of peer review the full opportunity for just settlement of faculty grievances, as specified below, within the College, thereby avoiding for all concerned the many problems attendant upon appeal to outside organizations or institutions. The role of the Faculty Grievance Committee is to make recommendations after considering the available evidence. The Faculty Grievance Committee's findings and conclusions represent the considered judgment of the faculty's elected representatives and are to be taken seriously by all segments of the College.

Composition. The faculty shall elect a Faculty Grievance Committee of five members with tenure or on five- or eight-year rolling contract, two of whom should be at the rank of Associate Professor and at least one of whom has received tenure within the last three years. They shall be elected to staggered two-year terms. A slate shall be nominated by the Faculty Executive Committee, but additional nominations may be made from the floor. By action of the faculty on February 6, 2008, no more than one member of any particular department shall serve on the Faculty Grievance Committee at the same time. Any person serving on the Faculty Personnel Committee must leave that Committee for a full academic year prior to serving on the Faculty Grievance Committee. The Faculty Executive Committee shall appoint an interim chair to convene the Faculty Grievance Committee until the Faculty Grievance Committee selects its own chair.

Jurisdiction. The Faculty Grievance Committee shall consider, according to the procedures outlined below, grievances brought by a faculty member on his/her own behalf concerning:

- 1) complaints of infringement of academic freedom.
- 2) complaints of denial of full and fair consideration in decisions on reappointment, promotion, tenure and dismissal. The Faculty Grievance Committee's jurisdiction to consider a claim of denial of full and fair consideration in cases of reappointment, promotion and tenure does not arise until the review process has been completed and a decision has been made according to Section B, Appointments, Promotion, and Tenure, in the Faculty Handbook. The Faculty Grievance Committee's jurisdiction to consider a claim of denial of full and fair consideration in cases of dismissal under the Dismissal Policy does not arise until after recommendations from the Cabinet and President have been transmitted pursuant to that policy.

In cases involving denial of reappointment, tenure, or promotion of faculty or dismissal of non-tenured faculty, the Faculty Grievance Committee shall consider only charges of infringement of academic freedom or denial of full and fair consideration. For the purposes of the Faculty Grievance Committee, consideration shall be deemed full and fair if it has been fully and fairly pursued without abridgement of academic freedom and in accordance with the procedures outlined in the Faculty Handbook. The Faculty Grievance Committee shall not hear arguments about, and is not empowered to make recommendations concerning, the merits of the aggrieved individual. That is, it shall not attempt to substitute its judgment of an individual's merits for that of the President, the Cabinet, the Faculty Personnel Committee, or individual departments or programs. The Faculty Grievance Committee shall at most recommend a new consideration purged of unfairness and/or abridgement of academic freedom. If the Faculty Grievance Committee recommends a new consideration to the President and a new consideration is carried out, this reconsideration may nevertheless conclude by reaffirming the decision from the original review.

In cases involving dismissal of tenured faculty for cause, the Faculty Grievance Committee shall consider whether full and fair procedures were followed and make recommendations accordingly.

- 3) complaints not within the Faculty Grievance Committee's normal jurisdiction. The Faculty Grievance Committee shall consider other faculty complaints only upon a determination by the Faculty Executive Committee in its sole discretion that unusual and extraordinary circumstances justify the Faculty Grievance Committee's consideration of the complaint. If the complaint asserts that unusual or extraordinary circumstances exist, or if the Faculty Grievance Committee finds that unusual or extraordinary circumstances may exist, then the chair of the Faculty Grievance Committee shall forward the complaint to the chair of the Faculty Executive Committee for determination about jurisdiction. The Faculty Executive Committee shall inform the Faculty Grievance Committee of its determination.

If a faculty member contends that there has been discriminatory treatment on the basis of sex, religion, creed, color, race, national or ethnic origin, ancestry, sexual orientation, physical or mental disability, age, or any other basis prohibited by state or federal law, that portion of the complaint shall be referred to the College's Harassment and Discrimination Grievance Officer for investigation and resolution according to the College's Harassment and Discrimination Policy and Complaint Procedures, and shall not be addressed by the Faculty Grievance Committee. In accordance with that policy, the Faculty Grievance process stops pending the outcome of the Harassment and Discrimination investigation. Cases resulting in dismissal or suspension without pay for more than one week or suspension with pay for a semester or more for violation of the Harassment and Discrimination Policy shall be considered by the Faculty Grievance Committee as provided in Section VI, Part F, of the Pomona College Harassment and Discrimination Policy.

Procedures

At all steps of the process, the chair of the Faculty Grievance Committee and/or Panel may seek guidance limited to issues of jurisdiction and procedure from persons the chair deems appropriate under the circumstances. In seeking such guidance, the chair shall use his or her best efforts not to compromise the confidentiality of the proceedings.

1. Complaints shall be in writing and delivered to the Chair of the Faculty Grievance Committee unless the Chair is a member of one's own department, in which case the grievant should contact the Chair of the Executive Committee, who will confer with the appropriate individuals and determine who the interim Faculty Grievance Committee chair will be and to whom the grievance shall be delivered.
 - a. In the absence of unusual circumstances (which the Faculty Grievance Committee in its sole discretion shall determine), any complaint that challenges the College's decision either to deny reappointment, tenure, or promotion of faculty or to recommend dismissal of non-tenured faculty must be submitted to

the Faculty Grievance Committee within two months of the Dean's Office's official communication conveying the College's decision to the grievant. If this official communication from the Dean's Office occurs within two months of May Commencement (as would be the case with most spring reviews), the complaint must be submitted by the first day of fall classes of the next academic year.

- b. When grievances that challenge the College's decision either to deny reappointment, tenure or promotion or to recommend dismissal of non-tenured faculty are based on the charge of denial of full and fair consideration, these grievances are officially lodged "against the College" rather than against any individuals or department named in the complaint, except in the rare instance where the facts of the case demand otherwise.
2. When a complaint has been received, the Faculty Grievance Committee shall meet in a timely manner to review the complaint and to decide whether it falls under its jurisdiction. Faculty Grievance Committee members who should recuse themselves under the provisions set forth in 5(a) below shall not participate in this review and decision process. At the discretion of the Faculty Grievance Committee, such review may include consultation with the Faculty Executive Committee, the Harassment and Discrimination Grievance Officer, and an interview with, or other request for information from, the grievant (including an additional written statement) and/or those against whom the complaint is lodged. If the Faculty Grievance Committee finds that the complaint falls under its jurisdiction, it shall initiate the next step in the grievance procedure, and it shall provide a copy of the complaint to the President and to those against whom the complaint was lodged. In cases of reappointment, promotion, tenure, and dismissal, the Dean of the College shall also receive a copy of the complaint. If it is determined that a complaint does not fall under the jurisdiction of the Faculty Grievance Committee, the Committee shall not consider the complaint further and shall inform the grievant in writing.
 3. If it is determined that the Faculty Grievance Committee has jurisdiction, the Chair or a mutually acceptable third party shall meet with the involved parties jointly or separately in an informal mediation process. The complaint will be considered resolved if (a) the grievant withdraws the complaint in writing or (b) the informal resolution results in a written agreement signed by all concerned parties.
 4. If no informal resolution is possible, the Chair or mediator shall inform the members of the Faculty Grievance Committee. In all cases the President and the Dean of the College shall be informed in writing.
 5. The grievant has the right to a formal hearing of his or her case. The Faculty Grievance Committee shall have the right to determine the rules for its hearing subject to the following provisions:
 - a. A member of the Faculty Grievance Committee shall recuse him or herself from hearing a grievance if:
 - 1) the member is a party to the grievance;
 - 2) the member is an untenured member of the department or program of a party to the grievance;
 - 3) in cases involving the denial of reappointment, tenure, or promotion, or dismissal, the member is a member of the grievant's department;
 - 4) there is a close, personal relationship between that member and a party to the grievance; or
 - 5) the possibility of a conflict of interest is reviewed by the Faculty Executive Committee which agrees that such a conflict exists.The Faculty Grievance Committee shall replace the recused faculty member from the faculty at large by vote of the Committee, provided the recommended replacement consents to serve.
 - b. Challenges of members for cause shall be handled by the Faculty Executive Committee as set forth in 5(a) above and each side shall also have the right of two peremptory challenges. After any successful challenge and before the next challenge is heard, the remaining members of the Faculty Grievance Committee shall replace the challenged member by vote as in 5(a) above. The body which results from this process is the Faculty Grievance Panel, which shall hear the case.
 - c. In its hearing the Faculty Grievance Panel shall receive and consider evidence, including testimony by the grievant and other witnesses, and any other information the Faculty Grievance Panel deems necessary to determine the merits of the grievance.
 - d. An audio recording shall be made of all hearings involving decisions on reappointment, promotion, tenure and dismissal. The Faculty Executive Committee may also order that the hearings be audio recorded in connection with any grievance which is outside the Faculty Grievance Committee's normal jurisdiction but which has been permitted due to unusual and extraordinary circumstances. The deliberations of the Faculty Grievance Panel shall not be recorded. Once the Faculty Grievance Panel

has issued its report, any recordings shall remain the confidential property of the Faculty Grievance Committee and shall be retained for a period of four years from the date of the final report. These recordings shall be kept in a locked cabinet to which only the chair of the Faculty Grievance Committee has access. No other access to these recordings shall be granted except in relation to legal proceedings.

- e. The grievant shall in all cases be given an opportunity to testify before the Faculty Grievance Panel. If the grievant declines to testify, the Faculty Grievance Panel shall note this fact in the final report. If the grievant requests that a particular witness be called to testify, and the Faculty Grievance Panel declines the request, the reason for the denial shall be stated in the final report.
 - f. In all cases of reappointment, promotion, tenure and dismissal, the Dean of the College shall be permitted to appear on behalf of the College.
 - g. The formal hearings and deliberations shall be confidential.
6. The Faculty Grievance Panel shall make factual findings on the basis of the evidence presented at this formal hearing. It shall reach conclusions about each issue raised by the grievance that is within the specified limits of the Faculty Grievance Committee's jurisdiction. The Faculty Grievance Panel shall report, confidentially, in writing, its findings and recommendations to the grievant, the President of the College, all parties against whom the complaint was lodged, and in cases of reappointment, promotion, tenure, and dismissal, the Dean of the College. If the complaint involves multiple individuals, only relevant portions of the report shall be communicated to each of them.
 7. Upon receipt of the Faculty Grievance Panel's report, any party may request a final opportunity to testify before the Faculty Grievance Panel on any aspect of the report. This request and the reasons for it must be made in writing to the chair of the Faculty Grievance Panel within one week of the date of the report. The Faculty Grievance Panel shall determine whether or not to grant such a request. The Faculty Grievance Panel may request and receive any other information it deems appropriate in response to the supplemental testimony, including further testimony from other witnesses. The Faculty Grievance Panel may let stand or amend its report as it deems appropriate. If the recommendation in the report is amended, any other party shall then have one week to request their own opportunity to offer supplemental testimony in the manner described above. The Faculty Grievance Panel shall determine when its recommendation shall stand as final without further amendment.
 8. The President shall decide how the Faculty Grievance Panel's findings and recommendations shall be acted upon. The Faculty Grievance Panel, the grievant, and the parties against whom the grievance was filed shall be informed in writing by the President of the action or actions taken. If the President does not follow the Faculty Grievance Panel's recommendations, the President shall inform the Faculty Grievance Panel in writing of the reason for the decision.

POLICY ON RESEARCH MISCONDUCT

(As revised by the Board of Trustees February 12, 1997)

Pomona College adheres to the highest ethical and professional standards in research. Accordingly, the College has adopted a policy for responding to allegations of research misconduct by members of its faculty and professional staff. This policy applies to all research conducted in College facilities and to all professional employees of the College involved in any research project, including those supported by the Public Health Service (PHS) or for which an application to PHS has been submitted.

I. Definitions

In all research projects, the Principal Investigator has the responsibility to record and retain primary data and to adhere to accepted research protocols. The Principal Investigator has supervisory responsibility for ensuring acceptable research conduct on the part of all personnel engaged in research under his/her direction. Examples of research misconduct include but are not limited to:

- knowingly falsifying, fabricating, or otherwise misrepresenting data, methods of data procurement, or data analysis;
- plagiarism;
- improper use of privileged information such as grant proposals or manuscripts under review, or use of information gathered through unauthorized means;

- substantial failure to comply with federal requirement concerning research conduct or with commonly accepted standards of conduct within the academic community.

II. Filing a Complaint

Anyone concerned about possible research misconduct is urged to discuss the issues involved with the Associate Dean of the College who serves on the Research Committee. Complaints shall be made in writing to the Associate Dean, Pomona College, 550 North College Avenue, Room 226, Claremont, CA 91711.

Upon receiving an allegation of scientific misconduct, the Associate Dean will immediately assess the allegation to determine whether there is sufficient evidence to warrant an inquiry, whether federal support or applications for federal funding are involved, and whether the allegation falls under the policy's definition of scientific misconduct. To the extent possible, the privacy of the reporting individual will be protected. Retaliation against persons bringing complaints of research misconduct is forbidden, and any apparent retaliation should be reported immediately to the Associate Dean.

Inquiries and investigations will be conducted in a manner that will ensure fair treatment to the respondent in the inquiry or investigation and confidentiality to the extent possible without compromising public health and safety or thoroughly carrying out the inquiry or investigation.

III. Confidentiality

Institutional employees who make, receive, or learn of an allegation of research misconduct will protect, to the maximum extent possible, the confidentiality of information regarding the complainant, the respondent, and other affected individuals. The Associate Dean may establish reasonable conditions to ensure the confidentiality of such information.

IV. Initial Inquiry

A copy of the complaint will be given to the respondent. The respondent has the right to seek legal counsel. The respondent will be given an opportunity to respond to the allegations. In general, the respondent will be instructed to respond in writing within one month of receiving a copy of the complaint. This written response to the allegation should be filed with the Associate Dean, who upon reviewing the complaint and the response, may request an interview with the respondent. Both the respondent and the College have the right to have legal counsel present at the interview.

In cases of alleged research misconduct involving falsification or other misrepresentation of data or research protocols, the Associate Dean may sequester the respondent's research records at the time which the respondent is notified of the complaint. Any sequestered records will be promptly photocopied and returned to the respondent.

After the respondent has addressed the complaint, the Associate Dean will convene the Research Committee to review the complaint. It is expected that in general the members of the Research Committee will have no real or apparent conflicts of interest in the case, and will have the necessary expertise to evaluate the evidence and issues related to the allegation, interview the principals and key witnesses, and conduct the inquiry. When this is not the case, committee members with conflicts may be recused and/or additional qualified persons may be added to the committee membership for the purpose of conducting the initial inquiry. Additional persons may be scientists, subject matter experts, administrators, lawyers, or other qualified persons from inside or outside the institution. Adjustments to the committee's membership will be made by the Associate Dean. Decisions of the Research Committee will be by majority vote, with the Associate Dean voting when the votes of the other members result in a tie.

If the committee feels there is insufficient evidence to suggest research misconduct, it will confer with the complainant. If, after such consultation the committee feels there is insufficient evidence to support an investigation of research misconduct, the complainant and respondent will be so notified in writing. The College will undertake diligent efforts, as appropriate, to restore the reputation of persons alleged to have engaged in misconduct and to maintain the positions and reputations of those persons who, in good faith, made the allegations of misconduct. Detailed documentation of an inquiry which determines that an investigation is not warranted will be maintained for at least three years and will be provided to authorized personnel of involved funding agencies, including PHS, upon request.

If the Research Committee feels there is reason to believe that possible research misconduct is involved, a formal investigation will be undertaken.

A record of the Research Committee's deliberation will be kept in the confidential files of the Associate Dean. This report, prepared and signed by the members of the Research Committee, will contain the original complaint,

the evidence reviewed, interview summaries, a summary of the committee's deliberations and conclusions, and all written statements received from the respondent. A copy of the inquiry report will be given to the respondent, who has the right to respond to the report, including all allegations and findings. Any comments made by the respondent, which in general will need to be made in writing, will be made part of the inquiry record. In cases in which more than 60 days were required to complete an inquiry, the circumstances contributing to the protracted nature of the inquiry must be documented and made part of the inquiry record.

If the research project is federally funded, the funding agency will be notified of the complaint in cases where the alleged misconduct might pose an immediate health hazard or substantial threat to federal funds or equipment. Appropriate interim administrative actions will be taken to protect federal funds and ensure that the purposes of the federal funding are being carried forward to the extent possible. In the case of PHS-supported research, the Office of Research Integrity will also be notified if (1) there is an immediate need to protect the interests of the person(s) making the allegations or of the individual(s) who is the subject of the allegations as well as his/her co-investigators and associates, if any; or (2) it is probably that the alleged incident is going to be reported publicly; or (3) the allegation involved a public-health-sensitive issue, such as a clinical trial; or (4) there is a reasonable indication of possible criminal violation, in which case the institution will notify the Office of Research Integrity within 24 hours of reaching such a determination.

V. Investigation

In consultation with the faculty members of the Executive Committee, the Associate Dean will form a committee to investigate the charges of research misconduct. A typical committee will consist of five people and may include Pomona College faculty, non-faculty personnel, outside faculty or scholars, and legal counsel. In cases involving alleged misconduct pertaining to animal care and use or to human subjects, the College' relevant standing committee will generally form the core of the investigative committee. Committee members will be selected in order to provide the committee with necessary and appropriate expertise for undertaking the investigation, taking care to prevent real or apparent conflicts of interest in the investigation. The committee will be chaired by the Associate Dean, who will vote only in cases in which the vote is tied.

The Associate Dean will notify the respondent of the proposed committee membership within 10 days. No challenges of members for cause shall be accepted, but the respondent shall have the right of two peremptory challenges. In all such cases the Associate Dean, in consultation with the Executive Committee, shall replace the challenged members after each challenge.

The investigative committee will conduct a thorough review of the alleged misconduct, affording the affected individuals confidential treatment to the maximum extent compatible with a thorough review. They will review the existing file and examine all documentation including but not limited to research records, computer files, research proposals and publications, and correspondence. Interviews should be solicited from the complainant, the respondent, and others who might have relevant information. Interviews of the respondent should be tape recorded or transcribed; other interviews should be tape recorded, transcribed, or summarized.

If, in the course of an investigation, substantial evidence is uncovered that suggests immediate health hazards, a need to protect federal funds or equipment and individuals affected by the investigation, and/or that the alleged incident will probably be publicly reported, the involved federal funding agency and relevant oversight offices such as the Office of Research Integrity should be notified. Agencies and oversight offices should also be notified promptly if, during the course of the investigation, facts are disclosed that may affect current or potential federal funding for individuals under investigation or that federal agencies need to know to ensure appropriate use of federal funds and otherwise protect the public interest. If there arises any reasonable indication of possible criminal violations, federal agencies and oversight offices such as the Office of Research Integrity must be notified within 24 hours. The College must take appropriate interim administrative actions to protect federal funds and ensure that the purposes of the federal financial assistance are being carried out.

The findings of the committee should be based on a preponderance of the evidence, with the decision reached by majority vote. A committee report reviewing the committee's procedures, evidence and deliberations must be signed by all members of the committee.

If the committee finds that no misconduct has occurred, the College must make reasonable attempts to restore the reputation of the respondent, including publicity of the respondent's exoneration by the investigative committee.

If the investigative committee finds that research misconduct has occurred, its report may include recommendations for institutional action. The committee's report and supporting documentation will be forwarded to the Dean of the College for review and institutional response.

The respondent will be notified of the committee's findings and provided with a copy of the report within working five days of its receipt by the Associate Dean and will have the opportunity to comment on the report, including all allegations and findings. If the committee has found that misconduct has occurred, the respondent's comments on the findings will be forwarded to the Dean of the College for consideration along with the report of the committee.

If the College plans to terminate an inquiry for any reason without having brought it to completion, a report of these plans and the reasons behind them will be made to any federal agency that has been informed of the alleged misconduct and to the Office of Research Integrity in any case involving funding by the PHS. If, in cases involving PHS funds, the College intends to complete an investigation but cannot do so within 120 calendar days, it must submit to the ORI a request for an extension which should include an explanation for the delay, an interim report on the progress to date, an outline of what remains to be done, and an estimated date of completion.

VI. Institutional Review and Action

The Dean of the College will make a final determination whether to accept the findings and recommendations of the investigation report. The Dean may ask the investigative committee to perform further fact-finding or review of the evidence. If the Dean does not accept the findings and recommendations of the committee, the Dean will respond to the investigative committee in writing, detailing the reasons for reaching different conclusions. The explanation must be consistent with the College's policy on research misconduct, with definitions of scientific misconduct recognized by relevant federal funding agencies, and with the evidence produced during the investigation. If the Dean rejects all findings of research misconduct, the College will make diligent efforts to restore the reputation of the respondent.

In cases in which the Dean of the College finds research misconduct to have occurred, any funding agencies involved will be notified within 90 days; reports to federal agencies will be in the form required by those agencies. When PHS funds are involved, the report must describe the policies and procedures under which the investigation was conducted, how and from whom information was obtained relevant to the investigation, the findings, and the basis for the findings, and include the actual text or an accurate summary of the views of any individual(s) found to have engaged in misconduct, as well as a description of any sanctions taken by the College. Institutional action against faculty and professional staff found to have engaged in research misconduct will be determined by the Dean, and may vary, in accordance with the seriousness of the breach of professional standards, from reprimand to dismissal, and the finding of misconduct will be reflected in the respondent's personnel file. The College will prepare and maintain documentation to substantiate an investigation's findings. In cases involving PHS funds, the documentation will be made available to the Director of ORI upon request.

VII. Timetable for Responding to Complaints of Research Misconduct

The College's response to any complaint of possible research misconduct must be thorough and fair. The speed with which the College can respond will generally be affected by several factors, including the need of participants to seek legal counsel, the scope of the investigation, and the difficulty of assembling committees and conducting investigations during the College's summer recess. In general, a complaint shall be delivered to the respondent within 5 working days of its receipt by the Associate Dean. The respondent shall respond in writing within 30 days. Upon receiving the respondent's answer to the complaint, the Associate Dean has 10 days in which to confer further with the respondent as necessary and to convene the Research Committee to review the case. Once an inquiry has been initiated, the Research Committee must complete the inquiry, including submitting its report, within 60 calendar days unless circumstances clearly warrant a longer period. If the Research Committee feels that there is sufficient cause to suspect research misconduct, the College has 30 days from the date of the committee's vote to appoint the investigative committee. The Research Committee's report is due within 10 days of their final vote. The respondent has 5 working days in which to announce any preemptory challenges of members of the committee. The length of the investigation, including preparing the report, will not extend beyond 60 days unless circumstances clearly warrant a longer inquiry. Reports to granting agencies will be made within 120 days of the first meeting of the investigative committee.

VIII. Allegations of Research Misconduct Not Made in Good Faith

If the Dean of the College determines that an allegation of research misconduct was not made in good faith, he/she will decide what, if any, administrative action will be taken against the complainant.

POLICY ON DISCLOSURE OF FINANCIAL CONFLICTS OF INTEREST IN RESEARCH

(As adopted by the Board of Trustees June 12, 1996)

I. Introduction

Pomona College is committed to providing a research environment that allows its faculty to pursue excellence in scholarship. In many cases, such excellence can be enhanced by research collaboration between faculty and private

industry, and the College supports and encourages such joint enterprises. The College recognizes, however, that from time to time such arrangements may present faculty with opportunities for financial gain that can be exploited only at some cost to the integrity of their research program. To ensure that research is not influenced by financial conflicts of interest in these or other research settings, the College adopts the following policy on financial conflicts of interest in research.

The policy announced here is essentially a replication of one developed by the Independent Colleges Office, in consultation with the National Science Foundation. Changes have been made to reflect the titles of College personnel, to generalize to federal agencies other than NSF, and to reflect the style in which Pomona College policies are written.

II. Definitions

A *conflict of interest* may take various forms, but arises when the significant financial interest may affect the design, conduct, or reporting of research, and/or when an investigator is or may be in a position to influence the business of the College, research, or other decisions in ways that could lead to any form of personal financial gain for the investigator, and/or for any member of the investigator's family (spouse and/or dependent child).

For the purposes of this policy, an *investigator* is a principal investigator, a co-principal investigator, or any other person at the College who is responsible for the design, conduct, or reporting of research or educational activities funded or proposed for funding by a federal agency.

III. Monitoring Possible Conflicts of Interest

This Policy on Disclosure of Financial Conflicts of Interest in Research requires that the Associate Dean of the College who sits on the Research Committee determine whether there are significant personal financial interests that would reasonably appear to be directly or significantly affected by the research or educational activities funded or proposed for funding. The Associate Dean is the person responsible for certifying that with each grant proposal:

- the required conflict of interest policy has been implemented;
- to the best of his/her knowledge, all required financial disclosures were made;
- if such conflicts were determined to exist, they were (or will be prior to funding of the award) managed in a manner satisfactory to the College or disclosed to the funding agency as appropriate;
- individual investigators have certified that they have read and understood the College's conflict of interest policy to the best of their knowledge;
- individual investigators have certified to the best of their knowledge all financial disclosures required by the College's policy were made; and
- individual investigators will comply with any conditions or restrictions imposed by the institution to manage the actual or potential conflicts of interest.

In addition, the Associate Dean shall:

- as required, certify that;
 - the institution is implementing a written and enforced conflict of interests policy that is consistent with agency policies;
 - to the best of his/her knowledge, all financial disclosures required by that conflict of interest policy have been made; and
 - all identified conflicts of interest have been, or prior to funding an award, will be either satisfactorily managed, reduced or eliminated in accordance with College policy, or disclosed to federal agencies which require such a disclosure.
- collect, as appropriate, financial disclosure statements from affected individuals at the time of making application to federal funding agencies which require such a statement;
- secure the certification of the Investigator Financial Disclosure Statement from potential and current principal investigators and co-principal investigators;
- certify, for the College, on the forms to be submitted with the proposal, that the College has implemented and is enforcing a written policy on conflict of interest consistent with the provisions of the funding agency's policies; and that -- to the best of his/her knowledge -- all financial disclosures required have been made;
- review, on an annual basis, certification that all required financial disclosures in regard to funded projects have been made; and
- maintain records of all financial disclosures and of all actions taken to resolve actual or potential conflicts of interest on an annual basis and when additional information arises until at least three years after the termination or completion of the award to which they relate, or the resolution of a government action involving those records, whichever occurs later.

It is the responsibility of faculty members and professional staff members named in proposals for federal funding to complete the College's "Disclosure of Financial Conflicts of Interest in Research" statements and return it to the office of the Associate Dean.

IV. Managing Potential Conflicts of Interest

Conflicts of interest frequently are matters of degree and judgment, and the College expects faculty and staff to be alert to the possible effect of outside activities on the integrity of their decisions and on their ability to fulfill their obligations to the College and to funding agencies. As potential or actual conflicts of interest arise, the Associate Dean will determine which conditions or restrictions might be imposed to manage, reduce or eliminate actual or potential conflicts of interest. These may include one or more of the following:

- making public disclosure of significant financial interest;
- monitoring of the research activities by independent reviewers;
- modifying the research plans;
- disqualifying the investigator(s) from participation in the portion of the agency-funded research that would be affected by the significant financial interests;
- securing the divestiture of the significant financial interests; or
- severing the relationships that create actual or potential conflicts.

For National Science Foundation programs and the programs of other agencies that adopt similar guidelines, if it is determined that imposing conditions or restrictions would be either ineffective or inequitable, or have a negative impact on the design, conduct or reporting of the research -- that the potential negative impacts that may arise from a significant financial interest are outweighed by interests of scientific progress, technology transfer or the public health and welfare, or may have a negative impact on scientific progress, technology transfer, or the public health and welfare, the Associate Dean may allow the research to go forward without imposing such conditions or restrictions. His/her responsibility will be to make a judgment (a balancing test) between the potential negative impact of the conflict of interest and the public purpose to be served by the research.

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 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 expeditiously.
- 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.

POMONA COLLEGE FACULTY TRAVEL/RESEARCH POLICY AND PROCEDURES

Policy

The purpose of this policy is to provide guidance for faculty regarding College research and/or travel-related expenses. The policy will apply to all departments and programs that use College funds for research or travel.

All travel and research requests must be approved **in advance** by the Chair. Travel to well-established international, national, and regional research or teaching conferences, and research proposals that are well documented and delineated, are eligible for funding. In the case of conference travel requests, the current limits on travel, lodging and meals, and registration will apply. For information on the current limits, consult Associate Dean Jonathan Wright.

The fundamental concepts governing travel expense are:

- a) funding is available only on a pre-approved basis to a level approved by the Dean's Office or authorized in a budget established by an external funding source;
- b) every effort must be made to make travel arrangements that keep College and external funding source expenses **to a minimum**;
- c) the traveler must provide original documentation/receipts to secure reimbursement.

Specific guidelines for applying for travel grants through the Dean's Office can be found on the Dean's Office website (www.pomona.edu/administration/academic-dean).

The primary responsibility for adherence to this policy rests with the faculty member, Research Committee and offices of the Associate/Assistant Deans. The Research Committee and Associate/Assistant Deans may elect to impose additional controls over travel expenditures beyond those required by this policy.

The College approves only expenses incurred in connection with travel/research that are appropriately documented by the faculty member. When an itinerary is altered to accommodate personal matters, the traveler is expected to pay any additional costs incurred.

Examples of generally acceptable and generally unacceptable expenses are shown below. Anything not covered in these examples should be discussed with the Associate/Assistant Deans, who may make exceptions after appropriate consultation.

Eligible expenses include the following:

- Travel by plane, train, bus, taxi, boat, and automobile
- Parking and toll road charges
- Fuel or mileage (not to exceed the cost of another form of transportation, such as flying)
- Hotel room and taxes, as well as breakfast if obligatory
- Meals (applicant only)
- Conference registration fees
- Special fees for certain events that have a professional development merit (requires budget justification)
- Equipment (please note that any equipment, including laptops, acquired with College money belongs to the College)
- Reasonable tipping (requires documentation for reimbursement)

Ineligible expenses include the following:

- Gifts
- Personal entertainment expenses (in-room movies, in-room mini bar, health club fees, etc.)
- Costs incurred by unreasonable failures to cancel transportation or hotel reservations
- Accident insurance premiums
- Airline club membership fees
- Excess baggage and storage charges
- Personal or family travel expenses (e.g., child care, pet care, newspapers, shoe shines, haircuts, toiletries, pharmaceuticals)
- Repairs for personal car
- Home office supplies
- Tickets for entertainment (e.g., movies, concerts, plays) except when the academic field and budget justification support the expense
- Penalties for violations of the law (e.g., parking or speeding tickets)
- Clothing, unless required for safety and/or specialized field work
- Bank charges for accessing personal funds
- Corporate charge card delinquency assessments
- Lost or stolen cash or property

Reimbursement Procedures

To be reimbursed for travel-related expenditures, you should obtain, complete, and sign a copy of the Pomona College Travel Expense Report within 30 days of travel, documenting all expenses as instructed in the award memo.

Foreign travel guidelines allow reimbursement of meal and hotel expenses at the per diem rate specified in the Department of State regulations (www.state.gov). If a hotel provides a receipt it must be used in combination with the meal per diem rate. Specific guidelines are available from the Business Office.

**THE CLAREMONT COLLEGES POLICY REGARDING APPROPRIATE USE
OF CAMPUS COMPUTING AND NETWORK RESOURCES**

(Approved by the Council of The Claremont Colleges, August 20, 2004)

An overall guiding mission of The Claremont Colleges is education in an environment where the free exchange of ideas is encouraged and protected. The Claremont Colleges make available computing and network facilities (CNF) resources for use by the Colleges' students, faculty and staff. These services are provided for educational purposes and to carry out the legitimate business of the Colleges.

The Colleges and members of the college communities are expected to observe federal, state and local laws that govern computer and telecommunications use, as well as the Colleges' regulations and policies. You must not use campus computing or networking resources or personal computing resources accessed through campus network facilities to collect, store or distribute information or materials, or to participate in activities that are in violation of federal, state or local laws or other Colleges policies or guidelines. These include, but are not limited to, policies and guidelines regarding intellectual property and sexual or other forms of harassment.

Computing and network facilities resources users are required to use these resources within the Colleges' standards of conduct. Individuals with expert knowledge of information systems or who make extensive use of these facilities, or with a position of trust regarding these facilities will be held accountable to a higher standard.

Responsible, considerate, and ethical behavior expected by the Colleges extends to use of computing and network facilities, and networks throughout the world to which electronic access has been provided. These CNF resources include but are not limited to:

- Computers and associate peripheral devices;
- Campus video cable;
- Classroom presentation systems;
- Voice messaging equipment;
- Data networking equipment systems, including remote and wireless access;
- Computer software;
- Electronically stored institutional data and messages;
- All other similar resources owned, controlled and/or operated by the Colleges; and
- Services to maintain these resources

OWNERSHIP

The Colleges retain absolute ownership rights of the CNF resources. Such resources are not owned by a department or by any individual. CNF resources leased, licensed, or purchased under research contracts or grants, are administered under the terms of this Policy for as long as they remain within the lawful possession or control of the Colleges. CNF resources provided to on-campus residences are also owned, operated and provided by the Colleges.

PRIVACY & SECURITY

- *File confidentiality*

Your documents, files and electronic mail stored on a College-owned networked computer or server are normally accessible only by you. However, any file or document placed on a College-owned computer or network is subject to access pursuant to this Policy, and thus, should not be regarded as private or confidential. The system managers at both CINE (Claremont Intercollegiate Network Effort) and within the individual campus IT organizations have the ability to monitor traffic and directly view any file as it moves across the network, and they must occasionally do so to manage campus network resources. In short, files may be monitored without notice in the ordinary course of business to ensure the smooth operation of the network. All staff members working in information technology have clear guidelines that prohibit violations of privacy and confidentiality and, in the normal course of their work they do not view the contents of user files or e-mail. However, you should be aware that authorized College personnel will take appropriate steps to investigate when there is a suspicion of inappropriate use of campus computing or networking resources. This may include monitoring network traffic, its contents, and examining files on any computer system connected to the network.

You should also know that all files on shared (i.e., networked) systems, including e-mail servers, are backed up periodically on schedules determined by each College. Backup tapes are preserved for lengths of time also determined by individual College operating procedures. These tapes can be used to restore files that you have deleted accidentally. This means that the files on the tapes are also available to someone else with reason and authority to retrieve them.

- ***Network monitoring***

Troubleshooting on the campus network, as well as planning for enhancements, requires the collection of detailed data on network traffic. CINE regularly runs monitoring software that records and reports on the data that is transported across the campus networks. The reports include the origin and destination addresses, and other characteristics of files, including the URLs of the World Wide Web sites that are contacted. This data is accessed and used only by authorized IT staff members responsible for network performance, operations and planning. You should also be aware that many Web host machines on the Internet collect and log information about you and your identity when you visit their sites. This information may include, but is not limited to, information about the computer you are using, its address, and your e-mail address.

Many educational and business activities at the Colleges require network access to resources on the Internet. To ensure adequate bandwidth to these sites for the Colleges' primary educational and business purposes, CINE and campus IT staff may restrict the amount of traffic to particular sites and the amount of traffic of specific types.

From time to time these network monitoring activities may allow systems managers to identify individuals whose activities downgrade the performance of the campus network or a segment of the network, or which appear to violate the general guidelines for appropriate use of campus computing and network resources. In such instances, a CINE staff member or a member of your own College's IT staff may ask you to cease these activities. If you continue such activities, or if they include illegal activities, appropriate College authorities may be notified. In extreme cases, network privileges may be revoked on an interim basis pending resolution of the issue. The individual campuses determine specific corrective or disciplinary actions.

- ***Passwords and Codes***

Individuals entrusted with or that inadvertently discover logins and passwords are expected to guard them responsibly. These passwords are not to be shared with others. The same policy applies to door codes for restricted-access rooms/areas. Those who need logins or door codes can make formal request to the administrator of those codes/passwords. Passwords may be used for the purpose of security, but the use of the password does not affect the Claremont Colleges ownership of electronic information.

ACCESS TO RESOURCES

Access to CNF resources is a privilege, which is allowed only to the Colleges' authorized personnel and students. All users must understand and abide by the responsibilities that come with the privilege of use. Such responsibilities include, but are not limited to, the following:

1. You must understand and comply with all applicable federal, state, and local laws.
2. You must not intentionally seek information about, browse, copy, or modify non-public files belonging to other people, whether at a Claremont College or elsewhere. You must not attempt to "sniff" or eavesdrop on data on the network that are not intended for you.
3. You are authorized to use only computer resources and information to which you have legitimately been granted access. Sharing your passwords with others is expressly forbidden. Any attempt to gain unauthorized access to any computer system, resource or information is expressly forbidden. If you encounter or observe a gap in system or network security, immediately report the gap to the manager of that system.
4. Each College's Policy on Harassment applies as equally to electronic displays and communications as to the more traditional (e.g., oral and written) means of display and communication.

5. Messages, sentiments, and declarations sent as electronic mail or postings must meet the same standards for distribution or display as physical (paper) documents would on college property.
6. Unsolicited mailings and unauthorized mass mailings from campus networks or computing resources (i.e., “spam”) are prohibited. Each campus may have specific policies regarding the use of existing group mailing lists (e.g., all-students or all-faculty). Contact your campus IT organization for details regarding these policies.
7. Spoofing, or attempts to spoof or falsify e-mail, network or other information used to identify the source, destination or other information about a communication, data or information is prohibited.
8. You must not degrade computing or network performance in any way that could prevent others from meeting their educational or College business goals. You must not prevent others from using shared resources by running unattended processes, by playing games or by “locking” systems without permission from the appropriate system manager.
9. You must conform to laws and College policies regarding protection of intellectual property, including laws and policies regarding copyright, patents, and trademarks. When the content and distribution of an electronic communication would exceed fair use as defined by the federal Copyright Act of 1976, users of campus computing or networking resources shall security appropriate permission to distribute protected material in any form, including text, photographic images, audio, video, graphic illustrations, and computer software.
10. You must not use campus computing or networking resources or personal computing resources accessed through campus network facilities to collect, store or distribute information or materials, or to participate in activities that are in violation of federal, state or local laws.
11. You must not use campus computing or networking resources or personal computing resources accessed through campus network facilities to collect, store or distribute information or materials in violation of other Colleges policies or guidelines. These include, but are not limited to, policies and guidelines regarding intellectual property and sexual or other forms of harassment.
12. You must not create or willfully disseminate computer viruses, worms, or other software intended to degrade system or network security. You must take reasonable steps to prevent your system from being used as a vehicle for such actions. This includes installing system and software patches as well as anti-virus signatures files.
13. Use of CNF resources for advertising, selling, and soliciting for commercial purposes or for personal gain is prohibited without the prior written consent of the Colleges. Faculty, students or staff who have questions about the legitimacy of a particular use should discuss it with the appropriate members of the IT staff on their home campus.
14. The disclosure of individually identifiable non-directory information to non-university personnel is protected by the Family Educational Rights and Privacy Act of 1974 (FERPA). The disclosure of financial or personnel records that are owned by the Colleges without permission or to unauthorized persons is not permitted and may be prosecuted under California Penal Code 502.
15. Willful or unauthorized misuse or disclosure of information owned by the Colleges will also constitute just cause for disciplinary action, including dismissal from school and/or termination of employment regardless of whether criminal or civil penalties are imposed. It is also expected that any user will report suspected abuses of CNF resources. Failure to do so may subject the individual to loss of CNF access and/or the disciplinary action referred to above.

The respective Information Technology organization of one of the Claremont Colleges may immediately suspend service to an individual or computer found to be significantly degrading the usability of the network or other computer systems. Inappropriate use will be referred to the appropriate College authority to take action, which may result in dismissal from school and/or terminal of employment.

Note: The provisions of this Policy apply to the institutions comprising The Claremont Colleges, including the Claremont University Consortium.