



# FACULTY HANDBOOK

2023-24

# Mission Statement

Throughout its history, Pomona College has educated students of exceptional promise. We gather individuals, regardless of financial circumstances, into a small residential community that is strongly rooted in Southern California yet global in its orientation. Through close ties among a diverse group of faculty, staff and classmates, Pomona students are inspired to engage in the probing inquiry and creative learning that enable them to identify and address their intellectual passions. This experience will continue to guide their contributions as the next generation of leaders, scholars, artists, and engaged members of society to fulfill the vision of the College's founders: to bear their added riches in trust for all.

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.

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# 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 early history of the College is chronicled in Frank Brackett’s *Granite and Sagebrush*, Charles Sumner’s *The Story of Pomona College*, and E. Wilson Lyon’s *The History of Pomona College 1887-1969*, all of which are available in the President’s Office and at Honnold Library.

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 The Claremont Colleges Services (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 1,600 students and a student-faculty ratio of eight 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. More than half of Pomona’s students study abroad, and the Oldenburg 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 BYLAWS OF POMONA COLLEGE

**(as amended and restated on May 12, 2007; as amended on May 17, 2008;  
as amended on February 27, 2009; as amended on May 14, 2011;  
as amended on May 12, 2012; as amended on May 18, 2013;  
as amended on May 17, 2014; as amended on May 16,  
2015; and as amended on May 13, 2017)**

### *Article I: Election and Powers of Trustees*

#### ***Section 1.1: Trustees, General Powers, Number, Term of Office and Retirement***

All power and authority of Pomona College (this “Corporation”) and of the college which it operates (the “College”) shall be exercised by or under the direction of a Board of forty-two Trustees, of whom one shall be the President of the College, and of whom at least ten shall be alumni of the College. The Board of Trustees shall have and exercise those corporate powers prescribed by law and shall have the authority to carry out all lawful functions that are permitted by these Bylaws and by the Articles of Incorporation. The Board shall exercise ultimate institutional authority as set forth in these Bylaws and in such other policy documents it deems to be appropriate. Except as limited by these Bylaws, by the Articles of Incorporation, or by law, the Board may delegate to its committees, to one or more of its members, to the President or other officer or agent of the College, the authority to take all actions necessary or appropriate to implement any formal action of the Board. These Bylaws and other Board policy statements shall take precedence over all other institutional statements, documents and policies.

The members of the Board of Trustees, other than the President of the College, shall be divided into four classes of not more than twelve members each. One class shall be elected at each annual meeting, by a majority of the Trustees then in office. Should a class have less than the maximum of twelve members, or should a vacancy occur in any class for any reason, a majority of the Trustees then in office may at any time, in order to more nearly equalize the sizes of the four classes or for any other reason, elect a new member to that class to serve for the unexpired term of that class. One alumnus or alumna, who at the time of his/her election shall have graduated no more than seven years prior, shall be elected for a four-year term as the Young Alumnus/a Trustee. No person holding such term may be reelected in such capacity. The term of service for each Trustee shall be determined as follows:

- a.) With respect to a Trustee that was first elected prior to January 1, 2008, (i) the term being served by such person as of January 1, 2008 shall expire at the end of the fourth academic year following the one in which the person was elected; and (ii) if thereafter re-elected, such person shall serve one or more subsequent terms of four years each; provided, that any member who has served sixteen or more consecutive years (determined as of the date

a new term would commence) shall not be eligible for re-election as a member of the Board of Trustees for at least one year; provided, further, that, notwithstanding the foregoing, any such Trustee shall be eligible to be elected for two additional four-year terms following the expiration of the term such Trustee was serving as of January 1, 2008.

- b.) With respect to a Trustee that was first elected on or after January 1, 2008, such person shall (i) serve an initial term of four years (which term shall expire at the end of the fourth academic year following the one in which the person was elected); provided, that the Board of Trustees may in its discretion, in order to more nearly equalize the sizes of the four classes or for any other reason, instead elect such person to an initial term of one, two, or three years; and (ii) if re-elected following such person's initial term as a member of the Board of Trustees, serve one or more subsequent terms of four years each; provided, that any member who has served twelve or more consecutive years (determined as of the date a new term would commence) shall not be eligible for re-election as a member of the Board of Trustees for at least one year.
- c.) With respect to any ex-officio, non-voting member who is elected as a voting member, his or her initial term shall begin with the election as a voting member.
- d.) Notwithstanding Section 1.1 (a), with respect to any individual who serves as a Young Alumnus/a Trustee and is subsequently elected as a regular Trustee, his or her years served as Young Alumnus/a Trustee shall be counted toward the twelve-year term limit set forth in clause (b) above, unless there is a period of at least one year between the Young Alumnus/a term and election as a regular Trustee.
- e.) With respect to an individual who is at the time serving as Chair of the Board of Trustees, the sixteen-year term limit set forth in clause (a) and the twelve-year term limit set forth in clause (b) above shall not apply, and such person shall instead continue to serve as a Trustee for a period which extends beyond such term limits and which expires upon the date on which such person is no longer serving as Chair of the Board.

### ***Section 1.2: Trustees - Specific Powers***

Without limitation to its general powers, the Board of Trustees shall have and exercise the following specific powers:

- a.) To appoint and dismiss the President of the College, any member of the faculty, and any or all other officers of the Corporation and of the College, and to define their compensation and terms of office and/or employment, all in accordance with and subject to the further provisions of these Bylaws.
- b.) To approve the annual budget of the College; authorize and direct all expenditures involved in the operation of the College; authorize any debt financing and approve the securitization of loans; authorize the purchase, sale and management of land, buildings and major equipment; authorize the construction of new buildings and major renovations of existing buildings; and establish policies affecting all institutional assets, including investments and the physical plant.

- c.) To determine the general curriculum to be pursued in the College, and to establish the necessary rules and regulations for the government and direction of the officers, faculty, employees and students of the College.
- d.) To approve College policies on faculty appointment, promotion, tenure and dismissal, as well as personnel policies for all categories of employees.
- e.) To approve all earned and honorary degrees as the faculty shall recommend.

### ***Section 1.3: Other Trustee Status***

- a.) **Trustees Emeriti/ae.** The Board of Trustees may elect any number of Trustees Emeriti/ae from among those who have previously served as Trustees, according to its current policies and procedures. However, a Trustee Emeritus/a shall not be a member of the Board, shall have no voting rights, shall not be entitled to participate in executive sessions of the Board, and shall be subject to removal as a Trustee Emeritus/a by a majority vote of the Board. Unless the context otherwise requires, the terms “Trustee” or “Trustees” as used in these Bylaws do not include any Trustee Emeritus/a.
- b.) **Chair Emeritus/a of the Board.** The Board may appoint from the roster of Trustees Emeriti/ae a Chair Emeritus/a of the Board, or two or more Chairs Emeriti/ae of the Board. Any such Chair Emeritus/a shall not be a member of the Board, shall not be an officer of the Board, shall have no voting rights, and shall serve at the pleasure of the Board. Any such Chair Emeritus/a may preside at or otherwise participate in College ceremonies and functions in such manner as the Board or the Chair of the Board shall determine.
- c.) **Chair-Elect.** In the event that the Chair of the Board will not be seeking re- election at the end of his or her term, the Board may select a Chair-elect, by a majority vote, in the year previous to the end of the current Chair’s term. The Chair-elect does not hold the authority or responsibility of the Board Chair.
- d.) **Ex-Officio Members.** The President of the Pomona College Alumni Association and the National Chair for Annual Giving shall be ex-officio members of the Board of Trustees. They shall have the same rights as other Trustees to attend and to speak at meetings, but they shall not have voting rights.

### ***Section 1.4: Delegation in Emergency Situations***

Without limiting any other power of the Board of Trustees, the Board may, in an emergency situation, delegate to any person the Board’s authority to exert jurisdiction over and take action with regard to any student or students of Pomona College. Such delegation may be made at the time of or in advance of an emergency situation. The conditions for the declaration of an emergency situation and the conditions for the exercise of the Board’s authority may be established by the Board by regulations adopted for that purpose, or the power to make such determinations may be delegated by the Board to the person who has been granted the Board’s authority under this section.

## *Article II: Officers and their Duties*

### ***Section 2.1: Officers and Committees of the Board of Trustees.***

- a.) The officers of the Board of Trustees are officers of the Corporation, and shall be elected at the annual meeting by affirmative vote of the majority of the Trustees then in office. The officers shall consist of a Chair and two or more Vice Chairs, all of whom shall be members of the Board; a Secretary and one or more Assistant Secretaries, each of whom may or may not be a member of the Board; and a Treasurer and one or more Assistant or Associate Treasurers, each of whom may or may not be a member of the Board. Vacancies may be filled in the same manner at any meeting of the Board.
- b.) The term of office of the Chair and Vice Chairs of the Board shall be three years with eligibility for reappointment, or until such person ceases to be a Trustee, whichever occurs first. The term of office of the other officers of the Board shall be one year with eligibility for reappointment.
- c.) All committees of the Board of Trustees are subordinate to the control of the Board. At least two Trustees shall serve on each Board committee which exercises the authority of the Board, and only Trustees shall serve on those committees as voting members. The Chair of the Board and the President of the College shall be voting members of committees to which they are specifically named and may attend any other committee meetings and participate therein as non-voting members.
- d.) Standing Committees. The standing committees of the Board of Trustees shall consist of:
  - Executive Committee;
  - Advancement Committee;
  - Audit & Risk Management Committee;
  - Educational Quality Committee;
  - Facilities and Environment Committee;
  - Finance Committee;
  - Honorary Degrees Committee;
  - Investments Committee;
  - Student Affairs Committee; and
  - Trusteeship Committee.

The Board of Trustees, by a vote of the majority of the Trustees then in office, may establish additional standing committees.

The Chairs, Vice Chairs and members of all standing committees (except the Trusteeship Committee as set forth in Section 2.16) shall be nominated by the Trusteeship Committee on the recommendation of the Chair of the Board, and elected at the annual meeting of the Board by affirmative vote of a majority of Trustees then in office. The Chairs and Vice Chairs of all standing committees (except the Student Affairs Committee as set forth in Section 2.15) shall be Trustees. Except for the Trusteeship Committee as set forth in Section 2.16, the term of office of each Chair shall be three years with eligibility for reappointment, or until such person ceases to be a Trustee, whichever occurs first. Except as otherwise provided by these Bylaws (or, where applicable, by the resolution establishing a standing committee), the other members of each standing committee shall be Trustees and shall serve a term of one year with eligibility for reappointment. A vacancy on a standing committee may be filled in the same manner as an appointment to that committee, at any meeting of the Board, with the new committee member to serve the unexpired portion of the term.

- e.) Special Committees. The Board of Trustees, by a vote of the majority of the Trustees then in office, may from time to time establish special committees for the discharge of particular duties.

The Chairs, Vice Chairs and members of all special committees shall be nominated by the Trusteeship Committee on the recommendation of the Chair of the Board, and elected at any meeting by an affirmative vote of a majority of Trustees then in office. The Chairs and Vice Chairs of all special committees shall be Trustees. In establishing the special committee, the Board may establish the term of office of its Chair. Except as shall otherwise be provided by the Board of Trustees in establishing a special committee, the other members of each special committee shall be Trustees and shall serve a term of one year or until the next annual meeting, whichever is less, with eligibility for reappointment. A vacancy on a special committee may be filled in the same manner as an appointment to that committee, at any meeting of the Board, with the new committee member to serve the unexpired portion of the term.

- f.) No committee of the Board of Trustees may have authority over any of the following matters:

1. To elect or remove members of the Board of Trustees or to fill vacancies therein, or to appoint members of any committee which has the authority of the Board.
2. To adopt, amend or repeal Bylaws.
3. To establish new committees of the Board.
4. To approve any self-dealing transaction except as provided in paragraph (3) of subdivision (d) of Section 5233 of the California Corporations Code.



5. To declare a state of financial exigency.
  6. To determine the general policies of the College.
  7. To borrow money beyond the amount fixed or authorized by the Board.
  8. To appoint, replace, dismiss, or accept the resignation of the President or any Vice President of the College, provided that the Executive Committee may exercise the Board's powers (as set forth in these Bylaws), with respect to any Vice President of the College, if the Chair of the Board concludes that delaying the action until the full Board meets would not be in the best interests of the College.
  9. To dispose of campus property.
  10. To appoint or promote faculty members to full professorship, or for an indefinite period.
  11. To give final approval to the annual budget.
  12. To exercise any power which is prohibited by the California Nonprofit Corporation Law (including, but not limited to, Section 5212 of the California Corporations Code), as it now reads or may hereafter be amended to read, or which that law precludes the Board from delegating.
- g.) There may be added to any committee of the Board of Trustees, members who are not Trustees who shall have the same right to attend and to speak at committee meetings as Trustee committee members but, except as otherwise provided herein, who shall not have the right to vote. Such non-voting committee members shall not be included in determining the number of members of a committee or the number present for the purpose of a quorum.

### ***Section 2.2: Chair of the Board***

The Chair of the Board shall have the general supervision of the affairs of the Corporation and shall perform such other duties as may be prescribed by the Board of Trustees or the Executive Committee. The Chair of the Board of Trustees shall act as Chair at all meetings of the Board and its Executive Committee and vote at any such meeting at his/her discretion. He/she shall, together with the President of the College or other officer designated by the Board or the Executive Committee to act in the President's absence or inability to act, sign all diplomas and certificates of degree. The Chair of the Board shall have the authority to sign contracts and any or all other official papers of the College.

### ***Section 2.3: Vice Chairs***

The Vice Chairs of the Board of Trustees shall participate in administering and transacting the business of the College as authorized by the Board of Trustees or the Executive Committee. In the event that the Chair of the Board is unable to perform his or her duties as Chair, a Vice Chair shall perform those duties. The Vice Chair who shall perform the duties of Chair shall be (a) the Vice

Chair who is appointed to perform those duties by the Chair, provided that the Chair is competent to make such an appointment; or (b) if such an appointment is not made by the Chair, then the most senior Vice Chair shall perform such duties. The most senior Vice Chair shall be the person who has then served as Vice Chair for the longest consecutive period of time or, if more than one Vice Chair has served for such period of time, then between those persons the one who has served as a Trustee for the longest period of time. Notwithstanding the foregoing, the Board or the Executive Committee may at any time designate the Vice Chair who shall perform the duties of the Chair during any period that the Chair is unable to perform his or her duties.

#### ***Section 2.4: Secretary***

The Secretary of the Board of Trustees shall ensure that these Bylaws, Board policy statements and other official records are properly maintained, and that minutes of meetings of the Board and its Executive Committee are accurate and distributed to all members of the Board prior to the next meeting of the Board. The Secretary shall transmit to each member of the Board the agenda of the meetings of the Board and of the Executive Committee if so directed by the Chair of the Board, together with copies of the reports to be presented. The Secretary may delegate the above duties to an Assistant Secretary. When so instructed by the Board of Trustees, the Executive Committee or the Chair of the Board of Trustees, the Secretary shall sign and/or affix the corporate seal to diplomas or certificates of degree and to all other official papers. An Assistant Secretary shall perform the duties of the Secretary in his/her absence or inability to act.

#### ***Section 2.5: Treasurer***

The Treasurer shall receive and keep safely all evidences of title to the property of the College and shall receive, hold and keep safely all permanent and other funds and securities belonging to the College, investing and reinvesting said funds under the direction of the Investments Committee of which he/she shall be an ex-officio non-voting member. The Treasurer shall also be responsible for the general care of the securities and shall be custodian of all trust and investment funds of the Corporation. He/she shall deposit all funds and securities entrusted to him/her in the bank, or banks, selected as depositories by the Board of Trustees. The Treasurer shall borrow money required by the College, subject to the authority delegated by the Board of Trustees. The Treasurer shall have oversight of all the current finances of the institution, receiving and disbursing the income according to the approved budget subject to the further direction of the Executive Committee or the Board of Trustees. The Treasurer shall submit an annual report (the "Annual Report") to the Finance Committee and the Board no later than the next meeting of the Board following the end of the College fiscal year (June 30) and at other times as requested by the Finance Committee, the Executive Committee or the Board. The Annual Report shall include the following items: (a) a report on the condition of the securities, investments and other properties committed to the Treasurer's care, (b) the annual audited financial statements of the Corporation, and (c) a report on budget performance for the prior fiscal year. An Assistant or Associate Treasurer shall perform the duties of the Treasurer in his/her absence or inability to act.

#### ***Section 2.6: Executive Committee: Membership (at least 9 Trustee members)***

The Executive Committee of the Board of Trustees shall consist of the Chair of the Board of Trustees, the Vice Chairs of the Board of Trustees, the President of the College, the Chair of the Advancement Committee, the Chair of the Audit and Risk Management Committee, the Chair of the Educational Quality Committee, the Chair of the Facilities and Environment Committee, the

Chair of the Finance Committee, the Chair of the Investments Committee, the Chair of the Student Affairs Committee, and the Chair of the Trusteeship Committee.

***Section 2.7: Executive Committee: Meetings and Power***

The Executive Committee shall meet on call by the Chair of the Board or by any three members of the committee. Five members of said committee shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, seven votes. The committee shall keep a record of all its acts, which shall be reported to the Board of Trustees at or before the next meeting of the Board. Except as limited by Section 2.1(f), the Executive Committee shall have power:

- a.) To oversee the ordinary business of the College.
- b.) To accept bequests and gifts whether subject to annuities or life income contracts or otherwise, and fix the terms of such acceptance.
- c.) To make temporary provision for the performance of duties of the superior officers of the College in an emergency.
- d.) To grant diplomas carrying the degree of Bachelor of Arts to such candidates as from time to time are recommended by the faculty.
- e.) To grant honorary degrees.
- f.) To exercise all powers of the Board of Trustees except those powers reserved for the Board and set forth in Section 2.1(f), and excepting also any important matters of policy or major business decisions which in the opinion of the Executive Committee do not require action prior to the next meeting of the Board.

Except as limited by these Bylaws, the Executive Committee may delegate to the President or other officers or agents of the College the authority to take all actions necessary or appropriate to implement any formal action of the Executive Committee.

***Section 2.8: Advancement Committee (8 or more Trustee members)***

The Advancement Committee of the Board of Trustees is charged with providing for the financial needs of the College. It recommends to the Board ways and means of increasing the revenue of the College and of adding to its permanent endowment and plant funds. The committee will have oversight of the Campaign and other fundraising. The committee also keeps itself and the Board informed regarding the policies and programs that affect the public relations and alumni affairs activities of the College.

The committee shall have no less than eight Trustee members. The committee shall include as voting members the President of the Pomona College Alumni Association and the National Chair for Annual Giving. The committee shall also include as voting members one student recommended by the governing body of the Associate Students of Pomona College and one member of the faculty recommended by the President of the College, and, in each case, approved by the Chair of the

committee. The Vice President for Advancement shall serve as an ex-officio, non-voting member. Four Trustee members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

***Section 2.9: Audit & Risk Management Committee (5-8 Trustee members)***

The Audit & Risk Management Committee of the Board of Trustees 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 committee shall have no less than five and no more than 8 Trustee members, each of whom shall be appointed by the Board, serve at the pleasure of the Board, and be free of any relationships that would interfere with the committee members' exercise of independent judgment. The committee shall include the Chair of the Finance Committee, but at least one-third of its members shall not be members of the Finance Committee. Committee members may come from diverse backgrounds, at least one member shall have an accounting or other financial background, or other relevant experience, that qualifies that person to comprehend and knowledgeably discuss the College's financial statements and accounting practices, including its practices concerning estimates, accruals, and reserves. As necessary, the committee shall schedule meetings or training sessions in order to be brought current on topics such as changes in auditing standards, financial reporting practices, and issues pertinent to tax-exempt organizations.

The President of the College shall not be a member, but may attend meetings of the committee. The Vice President & Treasurer and the Controller & Associate Treasurer shall likewise not be members, but shall attend each meeting of the committee.

Three members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

The committee annually recommends to the Board the selection and retention of the external auditors, taking into consideration their affirmation that their firm is in all ways independent. The committee reviews and pre-approves the scope of the audit, the associated fees, and the proposed audit plan. In these deliberations, the committee shall particularly emphasize the importance of fulfilling its responsibility for oversight of the quality and integrity of the accounting, reporting and internal control practices of the College. (The chair of the committee shall sign the engagement letter addressed to the committee, documenting the committee's consent.) The committee also pre-approves all non-audit related services performed by the independent auditors when the total of all fees for such services rendered during a fiscal year exceeds 10% of the fee for audit services.

The committee also consults at least annually with the selected external auditors and makes a presentation to the Board annually, preferably at the first Board meeting in each fiscal year, on their report. At the annual meeting, the committee receives and reviews the auditors' reports and observations, including reports from the auditors on the following: all critical accounting policies and practices used by the College that have been discussed with management; all alternative treatments of financial information, ramifications of these alternative treatments, and the treatment preferred by the auditing firm; and other material written communication between the auditing

firm and management, such as the management letter (including management's responses) or schedule of unadjusted differences. The committee will then recommend any necessary or appropriate action thereon to the Board, including any audit procedures it believes should be established or changed.

The committee is empowered to investigate any fiscal matter brought to its attention, relying on the advice of outside counsel or other experts for this purpose, as necessary. The committee shall promptly notify the Board of any decision to retain outside counsel or other experts, including financial consultants or other outside audit firms. The committee also may request reports on fiscal matters from the Treasurer, who will also submit such other reports as he/she deems proper.

The committee shall monitor and assure the College's compliance with the California Nonprofit Corporation Law and shall review with appropriate management personnel the actions taken to ensure compliance with the College's Conflict of Interest Policy.

The committee shall monitor complaints and investigations in accordance with the policies and processes of the Board and the College, and shall review the College's risk assessment and management programs.

The committee shall maintain free and open communication with the external auditors, the management of the College, and the Board. In like manner, management of the College and the Board are to maintain free and open communication with the committee.

***Section 2.10: Educational Quality Committee (8 or more Trustee members)***

The Educational Quality Committee of the Board of Trustees oversees the general instruction program of the College. The committee keeps itself informed regarding the educational work, academic organization, assessment and outcomes, and admission and financial aid policies of the College. The committee considers and makes recommendations to the Board on the appointment and promotion of members of the faculty. The committee also keeps itself informed as to all matters pertaining to the libraries of the College and the joint library facilities of The Claremont Colleges.

The committee's actions and decisions shall be subject to review and action by the Executive Committee or the Board of Trustees, provided, however, that the Board of Trustees may at any time direct that reports and actions of the committee be submitted directly to the Board of Trustees for final action. The committee shall make such recommendations to the Board of Trustees or the Executive Committee as it may deem advisable.

The committee shall have no less than eight Trustee members. The President of the College shall be a voting member of the committee. The committee shall also include two students recommended by the governing body of the Associated Students of Pomona College and one member of the faculty recommended by the President of the College, and, in each case, approved by the Chair of the committee. The student members and faculty member shall be voting members of the committee except in matters of personnel and compensation. The student members shall not be present during the presentation and discussion of confidential faculty reviews. The Vice President for Academic Affairs and Dean of the College shall serve as an ex-officio, non-voting

member. Four Trustee members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

***Section 2.11: Facilities and Environment Committee (8 or more Trustee members)***

The Facilities and Environment Committee of the Board of Trustees 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 the construction and major renovation of buildings and improvements, and inspects the College premises.

The committee shall have no less than eight Trustee members. The committee shall also include as voting members one student recommended by the governing body of the Associated Students of Pomona College and one member of the faculty recommended by the President of the College, and, in each case, approved by the Chair of the committee. The Vice President and Treasurer of the College shall serve as an ex-officio, non-voting member. Four Trustee members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

***Section 2.12: Finance Committee (8 or more Trustee members)***

The Finance Committee has the authority to sell and dispose of all 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 proposals of the President of the College concerning the annual budget and establishes procedures for operation under the budget as approved by the Board of Trustees. The committee makes periodic reviews of the financial position of the College and makes its recommendations to the Board or the Executive Committee in writing. Copies of any proposed budget shall be mailed to each member of the Board at least seven days before the meeting at which the budget is to be adopted. The budget, however, shall not become effective until approved by the Board. The committee shall be consulted on any plan under consideration by any other committee that could have significant financial consequences for the College. The Vice President and Treasurer of the College shall submit such reports as may be requested by the committee, and as he/she may additionally deem proper.

The committee shall have no less than eight Trustee members. The committee shall also include two students recommended by the governing body of the Associated Students of Pomona College and one member of the faculty recommended by the President of the College, and, in each case, approved by the Chair of the committee. The student members and faculty member shall be voting members of the committee except in matters of tuition, personnel, and compensation. The student members and the faculty member shall not be present during the presentation and discussion of confidential personnel or compensation matters, or other matters as determined by the Chair of the committee. The Vice President and Treasurer of the College shall serve as an ex-officio, non-voting member. Four Trustee members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

***Section 2.13: Honorary Degrees Committee (5 or more Trustee members)***

The Honorary Degrees Committee of the Board of Trustees investigates fully the qualifications of candidates for the Trustee's Medal of Merit and for honorary degrees, whether such names originate in the committee or are proposed by others, and proposes 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 being presented to the Board of Trustees.

The committee shall have no less than five Trustee members. The committee shall also include as voting members three members of the faculty recommended by the President of the College and approved by the Chair of the committee. The Vice President for Academic Affairs and Dean of the College and the sitting presidents of the junior and senior classes shall serve as an ex-officio, non-voting members. Three Trustee members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

***Section 2.14: Investments Committee (5-8 Trustee members)***

The Investments Committee of the Board of Trustees is charged with directing the investment and reinvestment of the funds of the College. The committee shall advise the Board of Trustees with respect to investment of endowment, trust and general funds of the College and shall be responsible for developing and recommending for adoption by the Board policies relating to such investments. The Treasurer shall submit such reports as may be requested by the committee, and as he/she may additionally deem proper.

The committee shall have no less than five and no more than eight Trustee members. The Vice President and Treasurer of the College shall serve as an ex-officio, non-voting member. Three Trustee members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

***Section 2.15: Student Affairs Committee (8 or more Trustee members).***

The Student Affairs Committee 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 committee meets on call as deemed necessary by the Chair or the Vice President and Dean of Students, in response to specific issues or concerns.

The committee shall have no less than eight Trustee members. The committee shall also include as voting members two students recommended by the Associated Students of Pomona College and one faculty member recommended by the President of the College, and, in each case, approved by the Chair of the committee. Of the two student members, one shall be the current president of the Associated Students of Pomona College and shall serve as a Vice-Chair of the committee. There will also be a Trustee Vice-Chair. The Vice President and Dean of Students shall serve as an ex-officio, non-voting member. Four Trustee members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

***Section 2.16: Trusteeship Committee (8 to 10 Trustee members)***

The Trusteeship Committee of the Board of Trustees presents to the Board nominations of persons to become members of the Board, to become Trustees Emeriti/ae, to become Chair-elect, to become officers of the Board, and to become members of the standing committees of the Board other than the Trusteeship Committee, including nominations specifying those Trustees to become Chair and Vice Chair of each such committee. A nomination for a new member of the Board shall not be brought before the Board for formal action unless notice of that person's nomination, accompanied by a biographical sketch of the nominee, was given to the Trustees at least fourteen days prior to such Board action, which notice shall be given at the request of the Chair of the committee by one of the methods described in Section 3.6.

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 performance of the Board, and reviewing the Bylaws from time to time.

The committee shall have eight to ten Trustee members as follows: (a) the Chair of the Board and the President of the College shall be members; (b) six other Trustee members shall serve staggered three-year terms on the committee, with two such members being elected each year; (c) a Trustee may serve a fourth consecutive year on the committee if he or she has been elected as Vice Chair of the committee for that fourth year; and (d) a Trustee may serve a fourth, or a fifth, consecutive year on the Committee if he or she has been elected as Chair of the committee for that fourth or fifth year. New members of the committee, and the Chair and the Vice Chair of the committee, shall be nominated by the Executive Committee and elected by the Board. When a Trustee's service on the committee ends, he or she shall not be eligible to serve again until two years have elapsed. The Secretary and the Vice President for Advancement shall serve as an ex-officio, non-voting members of the committee. Four Trustee members shall constitute a quorum. Action shall require the affirmative votes of a majority of those members who are present and voting or, if greater, three votes.

#### ***Section 2.17: Minutes***

Minutes shall be taken of each committee meeting at which actions are taken or recommendations made to the Board of Trustees. The minutes shall be distributed to all members of the Board prior to the next meeting of the Board.

#### ***Section 2.18: Indemnity of Trustees, Officers, Administrators, and Faculty***

The Corporation shall, and hereby does, to the maximum extent permitted by law, indemnify each of its current and former Trustees, officers, and members of any committee of the Board of Trustees, and each current and former officer, administrator and faculty member of the College, against expenses, judgments, fines, settlements and other amounts actually and reasonably incurred in connection with any proceeding arising by reason of the fact that any such person is or was an agent of the Corporation and/or the College, and shall advance to such person expenses incurred in defending any such proceeding to the maximum extent permitted by law. The Board may in its discretion provide by resolution for such indemnification of, or advance of expenses to, other agents of the Corporation and/or the College, and likewise may refuse to provide for such indemnification or advance of expenses except to the extent such indemnification is mandatory under law.

#### ***Section 2.19: Conflicts of Interest***



Any conflict of interest on the part of any Trustee or officer (including by reason of a financial or other interest of a relative of the Trustee or officer) shall be disclosed by the Trustee or officer in writing to the Audit & Risk Management Committee of the Board of Trustees and the President of the College at least annually and made a matter of record. When any such interest becomes relevant to any subject requiring action by the Board of Trustees, any of its duly constituted committees, or the administration, the Trustee or officer having a conflict shall report it in writing to the Audit & Risk Management Committee of the Board of Trustees and the President of the College. The Trustee or officer shall not be present for, and shall not participate in, the discussion of the subject or make any recommendations regarding the subject in which the Trustee or officer has a conflict of interest, shall not use personal influence, and shall not be counted in determining any quorum for any meeting for the purpose of voting on the subject. However, any Trustee or officer who is excluded from participating or making recommendations because of such conflict of interest will briefly state the nature of the conflict and will be encouraged to answer pertinent questions of the President or other Trustees when the Trustee's or officer's knowledge of the subject will assist the Board of Trustees, its committees or the administration. The minutes of any meeting attended by the interested Trustee or officer at which the subject is discussed shall reflect that a disclosure was made, that the interested Trustee or officer abstained from, and absented himself or herself during, discussion and voting except to the extent provided above, and that the Trustee or officer was not counted in determining any necessary quorum for dealing with the subject on which the conflict exists.

### *Article III: Meetings of Trustees*

#### ***Section 3.1: Place of Meeting***

All meetings of the Board of Trustees and of its Executive Committee shall be held at Claremont, California, or at such other place as the Board or the Executive Committee may determine.

#### ***Section 3.2: Regular Meetings***

The Board of Trustees shall hold not less than four regular meetings during each academic year at such times as the Board or its Executive Committee may determine, except that one such meeting shall be held near the time of the Commencement of the College.

#### ***Section 3.3: Annual Meeting***

The meeting held near the time of the Commencement of the College or such other meeting as shall be annually directed by the Executive Committee or the Board shall be known as the annual meeting.

#### ***Section 3.4: Special Meetings***

The Chair of the Board of Trustees, or (in the event of the incapacity of the Chair) any two or more of the Vice Chairs, or any five members of the Board may call a special meeting of said Board.

#### ***Section 3.5: Attendance***

Any officer, faculty member, or employee may be requested by the Board of Trustees or its committees to attend any meeting of the Board or its committees.

#### ***Section 3.6: Notices***

Notice of the time and place of meetings shall be given to each Trustee by one of the following methods:

- a.) By personal delivery of written notice;
- b.) By first class mail, postage prepaid;
- c.) By telephone communication, either directly to the Trustee or to a person at the Trustee's office who would reasonably be expected to communicate such notice promptly to the Trustee;
- d.) By telegram, charges prepaid;
- e.) By telecopy; or
- f.) By electronic mail.

All such notices shall be given or sent to the Trustee's mailing address, telephone number, telecopy number or electronic mail address as shown on the records of the Corporation. Notices sent by first class mail shall be deposited into a United States mailbox at least six days before the time set for the meeting. Notices given by personal delivery, telephone, telegraph, telecopy or electronic mail shall be delivered at least forty-eight hours before the time set for the meeting.

Notices shall state the time and place for the meeting. A notice of the time and place at which an adjourned meeting will be continued need not be given unless the meeting is adjourned for more than twenty-four hours, in which case notice of the time and place shall be given prior to continuing with the adjourned meeting to all Trustees not present at the time of adjournment.

### ***Section 3.7: Quorum***

Ten (10) Trustees shall constitute a quorum for the transaction of business. If, however, the number of Trustees authorized by these Bylaws is increased, the number of Trustees required to constitute a quorum shall be increased so that a quorum shall consist of no fewer than one-fifth (1/5) of the Trustees authorized by these Bylaws.

### ***Section 3.8: Action by the Board***

An act of a majority of the required quorum present and voting at a duly called meeting shall be an act of the Board of Trustees except as may be provided by law, by the Articles of Incorporation, or by these Bylaws. Any meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of Trustees, provided that any action taken is approved by at least the majority of the required quorum or so much greater number as may be required by law, the Articles of Incorporation, or these Bylaws. A majority of the voting Trustees present, whether or not constituting a quorum, may adjourn any meeting to another time and place, provided that if the meeting is adjourned for more than twenty-four hours, notice of the time and place at which the meeting will be continued shall be given prior to continuing with the adjourned meeting to all Trustees not present at the time of adjournment.

### ***Section 3.9: Meeting by Telephone***

Meetings of the Board of Trustees may be conducted in whole or part by telephone or video conference so long as all Trustees participating in the meeting can hear one another.

### ***Section 3.10: Action Without Meeting***

Any action required or permitted to be taken by the Board of Trustees may be taken without a formal meeting so long as a written consent setting forth the action so taken and signed by all members of the Board is filed with the minutes of the proceedings of the Board.

### ***Section 3.11: Committee Activities***

The provisions of Sections 3.6, 3.8, 3.9, and 3.10 of these Bylaws relating to meetings and actions of the Board of Trustees and of Section 5211 of the California Nonprofit Corporation Law shall apply to meetings and actions of any committee of the Board of Trustees to which any responsibility of the Board has been delegated or that is otherwise exercising any authority of the Board; by this, Sections 3.6, 3.8, 3.9 and 3.10 shall be read by replacing “Board” or the “Board of Trustee” with “committee” and by replacing “Trustee(s)” with “committee member(s).” Notwithstanding the foregoing, except when taking action in which a committee is carrying out any responsibility or otherwise exercising the authority of the Board of Trustees, a committee may conduct its activities, without a formal meeting, through communications among members by means such as telephone, letter, facsimile and electronic mail, as follows: Without a formal meeting, a committee may take such actions that do not exercise the authority of the Board and do not bind the Board, such as making recommendations or nominations for consideration by the Board, so long as all members of the committee have received notice of the proposed action and the Chair of the committee has then received written consent to the action from no less than a majority of the voting members of the committee and the minimum number of members required to constitute a quorum of that committee. This written consent may be transmitted by letter, facsimile or electronic mail.

## ***Article IV: Officers of the College***

### ***Section 4.1: Officers of the College***

The regular officers of the College shall consist of a President, a Vice President for Academic Affairs and Dean of the College, a Vice President and Dean of Students, a Vice President for Advancement, a Vice President and Treasurer, a Vice President and Dean of Admissions and Financial Aid, and a Registrar. Except for the President, one individual may hold any two of these offices. The Board may from time to time appoint certain other vice presidents, determine their term of office, and define their duties and responsibilities. All officers of the College serve at the pleasure of the Board of Trustees, and may be dismissed by affirmative vote of the majority of the Trustees then in office.

### ***Section 4.2: President of the College***

Term of Office. The President of the College shall be elected by the Board of Trustees, and his/her term of office shall be determined by the Board. During the President’s term of office he/she shall hold full professorial rank in the faculty. The election of the President shall take place at any regular meeting of the Board, or special meeting called for that purpose, and an affirmative vote of the majority of the Trustees then in office shall be necessary to elect the President.

#### ***Section 4.3: Duties of the President***

The President of the College shall have general oversight of the College instruction and discipline. The President shall ordinarily preside at the public and general meetings of the College. The President shall preside and vote at his/her discretion in the meetings of the faculty and Cabinet and shall nominate to the faculty the members of the various regular committees of the faculty, on each of which the President shall be an advisory member. The President shall have general oversight of all salaried officers of the College, including those employed in association with other institutions insofar as their service concerns Pomona College. He/she shall have general oversight of the physical property of the College. The President shall keep the Board of Trustees fully informed of the regulations adopted and of the entire development of the College. He/she shall also present to the Board of Trustees an annual report of the general condition of the College with such comments and suggestions as he/she deems to be in the College's interests. The President shall have the authority to sign all diplomas and certificates of degree and all corporate documents, contracts and reports, and such other authority as may be given to him/her in these Bylaws.

#### ***Section 4.4: Acting President***

In the prolonged absence of the President of the College or in the case of his/her inability to act, the Board of Trustees shall appoint an Acting President who shall perform during the absence or inability of the President, the duties of the President of the College as laid down in these Bylaws.

#### ***Section 4.5: Vice President for Academic Affairs and Dean of the College***

The Vice President for Academic Affairs and Dean of the College shall be appointed by the Board of Trustees on the nomination of the President of the College, and next to the President shall be the ranking officer of the faculty. The Dean of the College shall hold full professorial rank in the faculty during his/her term of office. In the case of the absence or inability of the President, he/she shall serve as Acting President unless an Acting President has been appointed by the Board. The Dean of the College shall be responsible to the President. He/she shall maintain general oversight of the curriculum of the College and coordinate the work of the faculty and its departments. There may be associate or assistant deans appointed by the President to assist the Dean of the College. Such associate or assistant deans may be members of the faculty if their training and experience warrant.

#### ***Section 4.6: Vice President and Dean of Students***

The Vice President and Dean of Students shall be appointed by the Board of Trustees on the nomination of the President of the College. He/she shall be directly responsible to the President for the general oversight of student affairs. The Dean of Students shall be a voting member of the faculty during his/her term of office. There may be associate or assistant deans appointed by the President to assist the Dean of Students. Such associate or assistant deans shall have, under the direction of the President of the College and the Dean of Students, general supervision of the activities of all students and their relations to the institution. Such associate or assistant deans may be members of the faculty if their training and experience warrant.

#### ***Section 4.7: Vice President and Dean of Admissions and Financial Aid***

The Vice President and Dean of Admissions and Financial Aid shall be appointed by the Board of Trustees on the nomination of the President of the College. He/she shall be charged with the

responsibility for the admission of new students to the College, in which duty he/she shall be assisted by a committee of the faculty. The Vice President and Dean of Admissions and Financial Aid shall be directly responsible to the President and shall be a voting member of the faculty during his/her term of office.

#### ***Section 4.8: Registrar***

The Registrar shall be appointed by the President of the College. He/she shall keep the academic records of the College and supervise the enrollment of students. The Registrar shall be an ex-officio member of the committee dealing with the classification of students and shall perform the duties which usually pertain to this office, together with such other duties as the faculty may assign. The Registrar shall be a voting member of the faculty during his/her term of office.

#### ***Section 4.9: Vice President and Treasurer***

The Vice President and Treasurer of the College shall be appointed by the Board of Trustees on the nomination of the President of the College, and shall be the Treasurer of the Corporation. His/her duties are outlined in Section 2.5.

#### ***Section 4.10: Vice President for Advancement***

The Vice President for Advancement shall be appointed by the Board of Trustees on the nomination of the President of the College. He/she shall be directly responsible to the President for the general financial development of the College, including the fund-raising activities of the College, and for alumni affairs, public affairs, and community relations. The various organizations that are engaged in the development of the College, including the alumni, parents, associates, and other support organizations that may exist from time to time, shall report to the Vice President for Advancement, or to such other person as he or she designates.

### *Article V: Composition and Duties of the Faculty*

#### ***Section 5.1: The Faculty***

- a.) The faculty shall consist of the President, the Dean of the College and the Dean of Students, all regular members of the teaching staff on Pomona College appointment, and academic officers on Pomona College appointment given ranking as members of the faculty by these Bylaws or by the Board of Trustees. Voting rights in the faculty shall be extended to those faculty members holding full-time appointments at professorial or instructor ranks at Pomona College who have either appointments for a period of service exceeding one year, or more than one year's full-time service at the College, except those on visiting appointments. The Vice President and Dean of Admissions and Financial Aid and the Vice President and Chief Information Officer shall be voting members of the faculty during their terms of office.
- b.) Initial faculty appointments of up to five years in duration may be at the discretion of the President. All other appointments to the faculty 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 vote and recommendation of the Cabinet. It shall be the exclusive authority of the Board of Trustees to make appointments to full professorship or appointments for an indefinite period.

- c.) First appointments shall be for a period of not more than five years except that an associate professor or a full professor in another institution of similar rank may be appointed at once by the Board of Trustees for an indefinite period (i.e., with tenure).
- d.) Reappointments may be for a limited period.
- e.) In the matter of appointments to the faculty, the phrases “for an indefinite period” and “with tenure” signify that continuance of employment shall not be considered dependent on periodic reappointment, and employment may be terminated only for adequate cause, change of institutional program, financial exigency or retirement. In other respects employment shall be subject to limitations laid down in these Bylaws.
- f.) Subject to subsection (e), above, the President, any other officer of the College who is ranked as a member of the faculty, and any other member of the faculty, may be dismissed from employment by the Board of Trustees at any meeting by affirmative vote of a majority of the Trustees then in office. Any such dismissal by the Board, however, shall be made only after 30 days written notice has been given to the person proposed to be dismissed and to all Trustees, and after such person proposed to be dismissed has been given an opportunity for a full hearing before the Board, the Educational Quality Committee, or such other committee as the Board may designate, if such a hearing has been requested.
- g.) In cases involving dismissal of faculty other than the President and officers of the College, the Board need not provide the notice and hearing set forth in Section 5.1(f) if the Board has already approved procedures that provide for a hearing conducted by a faculty panel and receipt by the Board of recommendations following such hearing. In such case, the Board may take whatever action it deems appropriate in the exercise of its discretion and in accordance with the approved procedures, upon receiving such recommendations or upon the expiration of a reasonable time for receipt of such recommendations.
- h.) Any member of the faculty may be indefinitely suspended, without loss of pay, by either the Executive Committee or the Board of Trustees. Except as otherwise limited by these Bylaws or action of the Board, the President and any other officer of the College may be disciplined by the Board, and any other member of the faculty may be disciplined by the Board, the President or the Vice President for Academic Affairs and Dean of the College, without prior notice or hearing.
- i.) In the event of the elimination of any entire department of instruction from the college curriculum, the faculty members teaching courses in the department to be eliminated may be dismissed on one year’s notice irrespective of tenure or contract.
- j.) Termination of service upon the expiration of the period stated in an appointment contract shall not constitute a dismissal.

## ***Section 5.2: The Cabinet***

The Cabinet shall consist of the President of the College, the Dean of the College, the Dean of Students, and all members of the faculty of full professorial rank who have been associated with the College for at least one year. At its discretion, the Cabinet may elect other senior academic officers to its membership, and may include members of any faculty committee. Except as otherwise provided in these Bylaws, the Cabinet shall:

- I. Meet upon the call of the President of the College or his/her representative or at the request of one-third of its members.
- II. Hear and advise upon all nominations for reappointment and promotion of faculty in tenurable positions, including all recommendations for tenure.
- III. Make recommendations to the faculty.
- IV. Discuss and advise upon any matters specifically referred to it by the President of the College.
- V. Refer to the President of the College or the Educational Quality Committee any matter concerning which some action may be desired.

### ***Section 5.3: Government***

- a.) The Government and direction of the College shall be lodged in the Board of Trustees. Administration of the College shall be delegated to the President of the College and his/her administrative officers who shall have authority to make and enforce all necessary regulations for the internal government of the institution and shall direct and be responsible for the use of its equipment. 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 faculty shall establish and maintain such rules for its general procedures as shall not conflict with these Bylaws, and copies thereof and changes therein shall be presented to the Board of Trustees for approval.
- b.) The head of each department of instruction shall furnish to the President of the College such written reports regarding the instruction and progress of the department as may be requested. Each member of the faculty shall furnish to the President of the College annually a written report of professional activities and accomplishments.
- c.) The faculty shall hold frequent and stated meetings to consider and advise on all questions pertaining to the order and interests and instruction of the College. All members of the faculty are expected to attend these meetings. The President of the College or, in his/her absence, the Vice President for Academic Affairs and Dean of the College, may call a special meeting at his/her discretion. At the request of at least ten voting members of the faculty, a special meeting shall be called.
- d.) The President or, in his/her absence, the Vice President for Academic Affairs and Dean of the College, shall preside at meetings of the faculty. In the absence of the President and the

Dean of the College, the ranking associate dean of the College shall preside (if there are two or more associate deans sharing equal senior rank, the presiding dean shall be chosen by lot).

- e.) It shall be the duty of the faculty to keep a fair and accurate record of its proceedings and submit the same to the inspection of the Trustees when desired. No action of the faculty shall be deemed valid unless formally voted and recorded. Except as otherwise provided in these Bylaws, the faculty may establish its own procedures for the conduct of its meetings, including the rules relating to a quorum.
- f.) Each member of the faculty is expected to perform such duties, not strictly belonging to any department of instruction, as by vote of the faculty or direction of the President of the College are assigned to him.

#### ***Section 5.4: Committees of the Faculty***

Such standing committees as may be deemed advisable by the faculty may be elected by the faculty on the nomination of the President of the College, or appointed by said President on the vote of the faculty so to do.

### *Article VI: Amendments*

#### ***Section 6.1***

These Bylaws may be amended at any meeting of the Board of Trustees by a two-thirds vote of those present, notice of the proposal of an amendment having been given in the call for the meeting.

### *Article VII*

#### ***Section 7.1: Non-Discrimination Policy***

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.

\*\*\*End of Bylaws of Pomona College

In addition to the duties of the committees described in Article II, Sections 2.6 – 2.16, the Educational Quality Committee also considers requests for faculty leave and makes recommendations to the Board.

In addition to the committees described in Article II, Sections 2.6 – 2.16, 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.

## SECTION B: 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, its Bylaws, and relevant statutes grant the Trustees authority to act as fiduciaries to hold the property and assets of the College in trust, as well as general and specific powers, including the authority to acquire and dispose of assets, to award degrees, to approve the annual budget, to oversee academic policies, to appoint and remove faculty members, to approve compensation, to appoint and remove officers, and to elect other trustees.

There are 42 seats on the Board of Trustees. Members are elected for four-year terms, renewable up to twelve years. 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 eight Vice-Chairs, the Secretary to the Board, the Assistant Secretary(ies), and the Treasurer, Associate Treasurer, and Assistant Treasurers of the College. 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, with additional meetings if needed. Much of the work of the Board is done by committees.

## SECTION C: 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 Chief Financial Officer, 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 The Claremont Colleges Services (TCCS).

### *Office of the President*

**The President:** G. Gabrielle Starr

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). In consultation with the Executive Committee, the President invites faculty members to sit on committees; the President also presides at faculty meetings. Further information about the President's role is available in the Bylaws of Pomona College.

### *Office of the Vice President and Dean of the College*

#### **Vice President for Academic Affairs and Dean of the College:** Yuqing Melanie Wu

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 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 fundraising for academic programs, and is a member of the intercollegiate Academic Deans Committee.

#### **Faculty Associate Deans of the College:** Pierre Englebert, April Mayes, Pierangelo De Pace

The Associate Deans of the College assist the Dean in developing, implementing, and ensuring adherence to policies and programs related to the academic life of the College.

Associate Dean Pierre Englebert is responsible for helping faculty members advance their research agenda. In collaboration with the Director of Sponsored Research and the Grants Administrator, he helps faculty apply for and secure internal and external research funds, including startup packages for new faculty. He is a member of various committees that address compliance with state and federal guidelines governing research, including work with human subjects (IRB) and animals (IACUC). He supports the Research Committee's evaluation of internal grants and works with Facilities and Campus Services to oversee space allocation and renovation of campus buildings and to evaluate equipment and alterations requests.

Associate Dean April Mayes serves as the College's Diversity Officer. She oversees recruitment and hiring practices for all tenure-track and full-time-temporary faculty positions and conducts trainings on equitable hiring practices. Associate Dean Mayes serves as a nonvoting staff member of the Faculty Personnel Committee and is a member of the 7C Diversity Working Group and the Incident Response Team. She serves as a Deputy Title IX Coordinator as well as a Grievance Intake Officer.

Associate Dean Pierangelo De Pace supports curricular planning, serving on the Curriculum Committee, the Teaching and Learning Committee, and the Critical Thinking Committee, and facilitating department and program self-studies. He is responsible for reviewing faculty-initiated grade change requests, in accordance with this handbook. He also conducts visiting faculty interviews and reviews first-year visitors' mid-semester teaching evaluations. He is the faculty liaison for Liberal Arts Advising and supports the Orientation Book Committee. He serves on the International and Domestic Programs Committee and oversees international initiatives

(international domestic exchanges, experiential learning, and project planning for the Center for Global Engagement).

The Associate Deans of the College also work closely with the Advancement Office in the preparation of major grant proposals to foundations and corporations, and, in consultation with the Dean of the College, have responsibility for academic department budget oversight.

**Chief of Staff and Associate Dean for Academic Affairs: Janise Roselle**

The Chief of Staff and Associate Dean for Academic Affairs oversees the general operations of the office of the Dean of the College, including supervision of support staff in the dean's office; she is also the point of contact for department administrative support needs. She is responsible for all matters related to faculty personnel, including serving as liaison to HR and managing the faculty reappointment, tenure, and promotion process. She serves as a nonvoting staff member of the Faculty Personnel Committee and advises the Cabinet Agenda Committee, the Executive Committee, the Emeriti Committee, the Educational Quality Committee of the Board of Trustees, the Wig Committee for Teaching of the Board of Trustees, and other ad-hoc committees as assigned in support of faculty governance. She is also a member of the President's Advisory Committee on Sustainability. She coordinates new faculty orientation and faculty development programming. She also administers the Hawley Book Fund and the Wig Fund for Teaching. In collaboration with the Office of Institutional Research, she is responsible for faculty data management and reporting. In consultation with the Dean of the College, she has responsibility for department budget and general academic affairs budget oversight.

**Registrar: Erin Michelle Collins**

The Registrar keeps the academic records of the College, is the curator of curricular change, conducts the enrollment of students each semester, and serves on the Curriculum, Academic Procedures, Academic Standards, and International and Domestic Programs Committee to administer the College's academic regulations. Faculty members may obtain from the Registrar information about these regulations or about students' academic records and schedules. The Registrar also provides enrollment data, grade distribution information, and other reports to the faculty and administration.

**Director of Athletics and Chair of Physical Education: Miriam Merrill**

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 SCIAC and NCAA meetings.

**Interim Director of College Writing: Jenny Thomas**

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

**Director of Institutional Research: Elizabeth Graham**

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.

**Faculty Director of Oldenborg Center: Eileen Cheng**

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, dinners, and a language lunch program. Staffing the program are language residents who are native speakers of Chinese, French, German, Japanese, Russian, and Spanish.

**Director of The Benton Museum of Art at Pomona College: Victoria Sancho Lobis**

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, Quantitative Skills Center & Academic Cohorts: Travis Brown**

The Director supervises the Quantitative Skills Center, developing and conducting workshops for students, training and supervising fellows and mentors involved in quantitative education, and working with faculty to develop resources supporting “gateway” and other quantitative courses across the curriculum. The Director also works with academic cohort programs, including the Pomona Science Scholars, the Pomona Scholars in Mathematics and Statistics, the High Achievement Program, and Posse.

**Director of Sponsored Research: Dean Gerstein**

The Director of Sponsored Research supports faculty professional development by partnering with an Associate Dean of the College and others to identify external funding opportunities, provide training in proposal and budget development, assist in preparing and submitting proposals, and ensure research compliance.

**Grants Administrator: Andy Schuster**

The Grants Administrator supports faculty professional development by partnering with the Director of Sponsored Research and the Associate Dean of the College for Research and Infrastructure to administer internal research support. This includes management of internal research grants and fellowships as well as funding to support travel to research conferences. In addition to managing these funding sources, the Grants Administrator manages the College’s faculty leave program and oversees the Summer Undergraduate Research Program (SURP).

**Director of International and Domestic Programs: Nicole Desjardins Gowdy**

The Director administers Pomona’s extensive international and domestic study program from the Office International and Domestic Programs. These programs are supervised by the International and Domestic Programs Committee.

**Environmental Health and Safety Officer:** Sean Young

The Environmental Health and Safety Officer supports faculty, staff, and students to develop and maintain safe protocols and ensure compliance with regulatory issues related to research and laboratory practices at the college. This includes policy development and training for chemical, biological, radiation, and fire safety, as well as preparation for potential hazards on campus and in field work.

*Office of the Vice President and Dean of Students***Vice President for Student Affairs and Dean of Students:** Avis Hinkson

The Dean of Students is responsible for policy and budget matters in non-academic areas of student life and provides general student support services and resources, student disability services, student conduct, residential life and housing, as well as the faculty-in-residence program, Career Development Office, Draper Center for Community Partnerships, Outdoor Education Center, Smith Campus Center and student programs/activities on campus, Asian American Resource Center, Queer Resource Center, and Women's Union. The Dean of Students, in cooperation with the Vice Presidents of Student Affairs of the other Claremont Colleges, supervises the activities of the Student Health Service, Counseling Center, Health Education Office, Student Disability Resources Center, Office of the Chaplains, Campus Safety Department, Office of Black Student Affairs, and Chicano/Latino Student Affairs. The Dean of Students oversees the Title IX coordinator; sits on the Academic Procedures Committee, the Faculty Personnel Committee, and the Student Affairs Committee; and represents the administration on the Board of Trustees' Committee on Student Affairs.

**Assistant Vice President for Student Affairs, Dean of Students for Academic and Personal Success, Senior Class Dean:** Tracy Arwari

The AVP/DOS also serves as the Senior Class Dean, providing support and counseling for the senior class. The Assistant Vice President for Student Affairs oversees the administrator on-call team (serving as the lead second-tier on-call administrator) and chairs the behavioral intervention team. They are responsible for oversight of training for staff, faculty, and students on proactively identifying, responding to, and supporting students of concern. They support and supervise the PsyD interns in the Dean of Students office and develop wellness initiatives for students, focusing on the intersection of academics and personal care. They supervise the *Director of Accessibility Resources & Services* and the *Drug and Alcohol Counselor*. They also support faculty development related to diversity and mental health issues; serve as liaison to Student Health Services, Monsour Counseling, and the Student Disability Resource Center. They also provide oversight for the Class Dean Program.

**Class Deans:**

Class Deans specialize in the unique experiences of each class year, collaborating closely with every office on campus to connect students to Pomona's robust collection of resources and opportunities. The Deans share timely and accurate information and guidance around administrative policies and processes, provide holistic support to students experiencing challenges that impact their academics, and contribute directly to student growth and self-knowledge. Through their class-wide programming, small group work, and individual connections with students, the Class Deans embody the Pomona Student Affairs values of personal development,

interpersonal competence, social accountability, and practical life skills. Assisting students with processing and finding solutions to their unique challenges, and with insight into many facets of the student academic experiences, Class Deans also design and partner in strategic programming to address common challenges that impact students across their four years at Pomona.

*Senior Class Dean:* Tracy Arwari

*Junior Class Dean:* Maura McDinger

*Sophomore Class Dean:* Cassandra Godinez

*First-year Class Dean:* Joelle Balthazar

**Director of Accessibility Services:** Adaly Martinez

The Director of Accessibility Services is responsible for ensuring College-wide compliance with federal, state, and local legislation on matters related to medical and mental health disabilities. The Director leads the Accessibility Resources & Services (ARS) office, which provides ADA accommodation services and programming for students. The ARS office aims to remove barriers to access for students with disabilities and collaborates with faculty and staff to support and promote an accessible and inclusive campus environment.

**Associate Dean and College Title IX Coordinator:** Erica Taylor

The Associate Dean serves as the College's Title IX Coordinator, the College's Clery Act Officer, and one of the College's Diversity Officers. The spirit of Title IX is to ensure gender equity and equal opportunity for all students, faculty, and staff. This position provides campus leadership related to prevention, reporting and response to discrimination based on sex, gender, and gender identity or expression; sexual harassment; stalking; domestic and dating violence; and all forms sexual violence. This position provides collaborative support to the HEART Center (prevention and education resources related to sexual violence, interpersonal violence, stalking and harassment), Campus Advocates at Pomona College, and the Women's Union and serves as the liaison for the 7C EmPOWER Center, 7C Coordinated Campus Response Team, and 7C Title IX Working Group.

**Associate Director, Title IX & CARES Office:** Abby Lawlor

The Associate Director of the Title IX & CARES Office has the primary responsibility of assisting the Title IX Coordinator in managing intake reports of sexual misconduct, discrimination, harassment, and retaliation. The Associate Director role also manages interim support measures for both complainants and respondents in Title IX matters. This position assists in facilitating alternative resolution processes to address harm and in education the campus community about sexual misconduct.

**Campus Advocacy Resources Education and Support:** Destiny Marrufo

This position is responsible for planning, coordination, and implementation of training and other holistic education programs to help prevent violence on campus. This position works with the CARES Peer Educators for Pomona College.

**Associate Dean of Students/Dean of Campus Life:** Josh Eisenberg

The Dean of Campus Life oversees all areas of residential life, The Smith Campus Center, student media, orientation, and the Outdoor Education Center, as well as supporting student government,

student social programming, and student organizations on campus. They also co-advise the all-student judiciary council (J-Board) and edit the *Student Handbook*. The Dean of Campus Life supervises the *Director of the Campus Life Engagement*; the Director of Student Media (*The Student Life* newspaper, KSPC FM radio, and Studio 47); the *Coordinator of the Outdoor Education Center*; the *Director of Campus Life Operations*; and the *Associate Dean of Campus Life/Director of Residence Life*. They serve as liaison to Campus Safety, sit on the Student Affairs Committee, chair the Alcohol and Other Drugs Working Group, and serve as one of the second-tier student affairs on-call team.

**Associate Dean of Students/Student Mentoring Groups and Student Development:** Brandon Jackson

The Associate Dean is one of three Diversity Officers for the College. This position serves as lead support and point person for Pomona student cultural mentoring groups, including the International Student Mentoring Program (ISMP), First Generation/Low-income network (FLI/Scholars), and the South Asian Mentoring Program (SAMP). The Associate Dean of Students is co-adviser to the Judicial Council with the Dean of Campus Life. This position supervises the *Assistant Director, First-generation and Undocumented Student Programs* and the *Director of the Queer Resource Center* and also serves as a liaison to the Office of Black Student Affairs, Chicano/Latino Student Affairs, and the 7C International Student Community Programs Council.

**Associate Dean of Students/Director of Draper Center for Community Partnerships:** Sefa Aina

The Associate Dean/Director is responsible for the operation, services, and programs of the Draper Center for Community Partnerships, including educational outreach, ongoing community engagement and service activities, the student-run volunteer center, programs such as Alternabreak, and community-based research and learning. The Center coordinates a pre-college intensive summer program for high school students, the Pomona College Academy for Youth Success (PAYS). The Director works closely with the Draper Center's *Faculty Coordinator*. There are two *Assistant Directors*, who oversee education outreach, PAYS, and community engagement programs. The Associate Dean/Director serves as a liaison to the Chaplains' office.

**Associate Dean of Students/Senior Director of the Career Development Office:** Hazel Raja

The Senior Director oversees career development services, resources, and programs, which support our student and alumni's career journey during and after they've graduated from Pomona College. These programs include career advising, coordination of fellowships, employer relations, graduate and professional school advising, and internship and job opportunities on and off campus. The Senior Director also oversees career resources, and special events, and workshops; works closely with faculty members; and partners with faculty and academic department programs to deliver tailored presentations and information.

**Director of the Campus Life Engagement:** TBD

The Director has general responsibility for the Campus Center, which includes the student-staffed Coop Store, the Outdoor Education Center (OEC), and student organization programming spaces. The Director provides leadership and support for 5C and Pomona-only student activities and clubs, student transportation, and the Claremont Colleges Ballroom Dance Company. In conjunction with

the Dean of Campus Life, they co-advise ASPC and its related activities and coordinate the student leadership prizes for Class Day.

**Associate Dean of Students/Director of the Asian American Resource Center:** Mike Manalo-Pedro

The Director is responsible for the operation and supervision of the Asian American Resource Center (AARC), including broad oversight of its 12 unique programs such as the Asian American Pacific Islander Desi American (APIDA) Alternabreak, the AARC Alumni Board, and the Asian American Mentor Program (AAMP). The *Assistant Director* oversees the student intern cohort and related student programs and provides strategic oversight for the 5C Asian American Advisory Board (AdBoard). The Director provides collaborative support to the Intercollegiate Department of Asian American Studies (IDAAS) and the 7C Inclusive Excellence committee which is comprised of DEI offices across the colleges. The Director supervises the *Assistant Director of Pomona's AARC* and *Assistant Director for Pomona's Native American Initiatives*.

**Assistant Director of Pomona's Native American Initiatives:** Joshua Thunder Little

The Assistant Director is responsible for the operation and supervision of Pomona College's Native American Initiatives. The Assistant Director's role includes oversight of first-year retention programs, campus-wide education through speakers and workshops, off-campus engagement opportunities, and community partnerships with local tribes. The Assistant Director also coordinates the Native Graduation.

**Coordinator of 7C APIDA Student & Academic Affairs:** Vacant

The Coordinator is responsible for the operation and supervision of the 5C Asian American Advisory Board (AdBoard) and IDAAS' Community Engagement efforts. The 5C AdBoard provides collaborative opportunities for 5C APIDA mentor programs and student organizations. IDAAS community engagement offers numerous ways for students and faculty to engage with the surrounding communities through various programs and resources. The 7C APIDA Coordinator also oversees large-scale programs including the first-year experience and the 7C APIDA Graduation.

**Director of the Queer Resource Center (QRC):** Bri Sérráno

The Director is responsible for the operation and supervision of the Queer Resource Center (QRC) of the Claremont Colleges and is supported by an *Assistant Director*. The Director's role includes education, outreach, and supervision of student interns and mentors.

**Director of Student Media:** Erica Tyron

The Director is responsible for day-to-day operations of KSPC, the 7C and community FM radio station, including student and community DJ training and professional development, ensuring FCC compliance, serving as a satellite facility for faculty interviews with national news outlets, 24/7 - 365 days a year FM radio broadcast, and community engagement programming, including PAYS youth radio each summer. Erica also advises the 5C student newspaper, *The Student Life* (TSL), which publishes a physical issue every Friday and maintains an active online edition. The Director of Student Media also advises the student filmmaking organization, Studio 47, which hosts an annual student film festival as well as an ongoing YouTube channel for student films and programming.



**Faculty in Residence:** Michelle Zemel and Marty Meyer

Every 2-3 years, faculty are invited to apply for the faculty in residence position available at Clark I Residence Hall or Harwood Residence Hall. The term for a Faculty Resident is two years, with a possibility for a third-year renewal. Faculty Residents are expected to be full-time at the College and not on leave during their time as faculty-in-residence. The Faculty-in-Residence program of Pomona College is a valued component of student residential life. Participating faculty members contribute to the intellectual and social environment of the residence halls as full-time residents and are an integrated part of the Residential Life leadership unit.

*Office of the Vice President for Strategy and Dean of Admissions and Financial Aid*

**Vice President for Strategy and Dean of Admissions and Financial Aid:** Seth Allen

The Vice President and Dean assists the President with institutional strategy, 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. The Vice President, along with the Director of Financial Aid and the professional staff in admissions, are members of the Admissions/Financial Aid Committee.

**Assistant Vice President and Director of Admissions:** Adam Sapp

The Assistant Vice President and Director of Admissions oversees the day-to-day work of the admissions office: recruiting and selecting students and generating a strong presence for the College among high school students. The Vice President and Dean, as well as the Director, are assisted by Senior Associate Deans Joel Hart and Eddie Pickett; Associate Deans Michelle Gonzalez, Scott Smith, and Katrina Bruno; Senior Assistant Dean Paola Franco; Assistant Deans Kenia Alfaro, Adriana Bustos, Phoebe Blaisdell, Geraldine Castañeda, and Doreen Thode; and Admissions Officers Saaron Gonzalez, Tray Hammond, and Nathalie Jimenez.

**Director of Financial Aid:** Paul Dieken

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. The Director is assisted by Associate Directors Uvaldo Calderón and Jessica Dominguez; Assistant Director Daniela Aguilar; and Financial Aid Counselors Natasha Saenz, and Dalia Vasquez.

*Office of the Vice President, Chief Operating Officer, and Treasurer*

**Vice President, Chief Operating Officer, and Treasurer:** Jeff Roth

The Vice President, COO, and Treasurer is responsible for financial management and planning at the College. Duties include preparation of the annual budget and annual financial statements,

expense monitoring 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 Vice President, COO, and Treasurer supervises the non-academic departments of Facilities and Campus Services (including Dining Services), Finance, Human Resources, and Real Property. While Pomona College operates its own Finance Office, certain aspects of the College's business functions are performed by The Claremont Colleges Services ("TCCS"). These include post-enrollment administration of medical and other benefits and the academic retirement plan. The Vice President, COO, and Treasurer is the principal liaison between the College and TCCS for business matters, working closely with four committees of the Board of Trustees: Audit & Risk Management, Facilities and Environment, Finance, and Investments. The Vice President, COO, and Treasurer is also Treasurer of the Board of Trustees.

**Chief Investment Officer & Assistant Treasurer:** David Wallace

This position has primary responsibility, in partnership with the Vice President, COO, and Treasurer, for overseeing and managing the endowment, including portfolio analysis, asset allocation, fund manager evaluation and risk analysis. The CIO has day-to-day operational responsibility for the endowment and oversees the investments accounting and cash management functions. This position works closely with the Investments Committee of the Board of Trustees.

**Assistant Vice President, Human Resources/Chief Human Resources Officer:** Brenda Rushforth

The Assistant Vice President, Human Resources/Chief Human Resources Officer is responsible for the administration of human resources policies and procedures, employment, recruitment for staff positions, enrollment in medical and other benefits, pensions, compensation, job descriptions, developing staff development programs, employee relations, labor relations and negotiations, and providing human resources policy recommendations and advice to College administrators, staff, faculty, and student workers. (Once an employee is enrolled, benefits and pension questions should be directed to TCCS Benefits Administration Office.)

**Director, Real Property & Assistant Treasurer:** Dana Wood

The responsibilities of the Director, Real Property & Assistant Treasurer include the management of Pomona College real property and its transactions, including evaluation of donations of real estate to the College. This office also supervises faculty rentals and the faculty mortgage home loan program.

**Assistant Vice President/Associate Treasurer and Controller:** Mary Lou Woods

The Assistant Vice President/Associate Treasurer 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, and general ledger accounting, as well as governmental reporting. The Assistant Vice President/Associate Treasurer and Controller also has primary responsibility for preparation of the audited financial statements.

**Assistant Vice President, Facilities and Campus Services:** Robert Robinson

The Assistant Vice President, Facilities and Campus Services is responsible for facilities management, planning and project management, housekeeping, grounds, dining services, mail services, fleet management, duplicating, and emergency preparedness and management. This

position also oversees the College's sustainability and energy management programs as well as new construction and building projects. The Facilities and Campus Services Office manages the operations of Trails End Ranch, Halona Retreat Center, and the Sagecoach. In addition, Facilities and Campus Services should be contacted regarding building repairs, capital equipment requirements, or any proposed building modifications to campus facilities.

**Senior Director, Public Programming and Strategic Initiatives:** Karen Fagan

The Senior Director, Public Programming and Strategic Initiatives is responsible for the development and management of a portfolio of event-services and revenue-generating units. The position administers all aspects of facility rentals, public programming, conference and event services, and works with the Vice President and COO to research, explore, and initiate new opportunities and partnerships to advance the strategic direction of the College. The Senior Director is responsible for developing project plans, timelines, performance goals, and metrics for the successful development and implementation of strategic initiatives.

### *Office of Vice President for Advancement*

**Vice President for Advancement:** Maria D. Watson

The Vice President for Advancement is responsible for the meaningful engagement of alumni, families, and friends of Pomona College and for securing philanthropic support to resource Pomona College's academic mission and strategic priorities. The Vice President oversees Development, Gift Planning, Advancement Operations, Alumni and Family Engagement, and Advancement Communications and Events.

**Campaign Director, Assistant Secretary to the Board:** Aiza Keesey

The Campaign Director and Assistant Secretary to the Board is a senior member of the Advancement team and is responsible for managing the processes, metrics, and relationships that lead to a successful comprehensive campaign, working closely with faculty and staff throughout the College as well as alumni and volunteers. As Assistant Secretary to the Board, Aiza supervises and assists with preparation for Board of Trustees Advancement and Trusteeship Committee meetings and related business, including coordination and collaboration with the Secretary to the Board. She also leads the development, implementation, and successful management of the inaugural Trustees Emeriti Program, a core stewardship program for dedicated volunteers of the College.

**Assistant Vice President for Development:** Craig Hyland

The Assistant Vice President of Development oversees *Major Gifts*, *Family Giving*, *Leadership Annual and Reunion Giving*, and *Foundation, Corporate and Strategic Initiatives* and is charged with securing philanthropic support from individuals, foundations and corporations to resource the College's academic mission and strategic priorities. The Senior Director of *Major Gifts* Kyle Davis and Director of *Leadership Annual and Reunion Giving* Laura Wensley oversee teams of development officers who build relationships with alumni, families, and friends to secure significant gifts and support a community of leadership annual and reunion giving. *Family Giving*, led by Director Iram Hasan, builds relationships with parents and families of the College to secure significant gifts and develop strong parent ambassadors and volunteer leaders with the Family

Leadership Council. Led by Senior Director Martina Ebert, *Foundation and Corporate Relations* identifies funding opportunities for strategic initiatives from foundations, corporations and other external funders.

**Assistant Vice President, Gift Planning:** Linda Mazur '81

The Assistant Vice President for Gift Planning oversees the gift planning operation of Pomona College, which is comprised of two programs: the *Pomona Plan* and *Pomona Legacy*. The Assistant Vice President, supported by Directors John Graham '86 and Art Landerholm '92, builds on the longstanding success of the *Pomona Plan*, the College's renowned life-income program and also generates and cultivates planned and estate gifts to meet the College's annual and strategic goals as part of the *Pomona Legacy* program.

**Assistant Vice President for Advancement Operations:** Rodger Devine

The Assistant Vice President for Advancement Operations is responsible for providing strategic leadership for the College's advancement infrastructure, leading successful annual giving strategies, donor-centric stewardship program, and gift processing, and utilizing data and analytics to drive fundraising success. The Office of Advancement Operations includes *Advancement Services*; *Prospect Research, Relationship Management and Analytics*; *Stewardship*; and *Annual Giving*. *Senior Director of Advancement Services* Shalonda Martin oversees Gift Services, Data Services, and Advancement Technology teams to develop and provide the infrastructure needed to collect, maintain, analyze, and produce information that supports Pomona College's multiple engagement and fundraising efforts. *Prospect Research, Relationship Management, and Analytics*, led by Director Derrick Fang, is responsible for strategically building a collaborative and centralized prospect management system while simultaneously providing research and analytics services of prospect development, research and strategy. Led by Director Jennifer Dunn Greenspan, the *Stewardship* program offers successful donor-related stewardship processes that strengthen relationships between donors and Pomona College and issues communications after a gift has been received. *Director of Annual Giving* Lucy Takahashi leads a comprehensive annual giving program focused on annual operational support for Pomona College and develops sustainable growth in donor count, as represented by alumni participation rate.

**Director, Alumni and Family Engagement:** Interim Co-Directors Kalyn Rose Miller and Ryan Kolter

The *Director of Alumni and Family Engagement* is responsible for building a strong sense of community among alumni and parents, demonstrated by involvement and giving. The program plays an important role in providing opportunities for alumni; parents and families; and students, faculty, and staff to engage in the life of the College. Working closely with volunteer leadership of the Alumni Association Board and Family Leadership Council, *Alumni and Family Engagement's* signature activities include Alumni Weekend, Family Orientation, and Family Weekend.

**Assistant Vice President, Advancement Communications and Events:** Crystal Gammon

Working closely with the *Office of Communications, Advancement Communications and Events* the AVP creates and implements an integrated multi-media advancement communications and events plan, with an emphasis on effective advancement communication strategies and signature events to enhance engagement and financial support of the College. *Advancement*

*Communications and Events* supports all aspects of Advancement's efforts, helping to communicate and celebrate the vital impact that philanthropy and volunteerism make on Pomona students and faculty.

## *Office of Communications*

### **Chief Communications Officer:** Mark Kendall

Reporting to the president, the CCO leads the team responsible for sharing the Pomona College story through strategic media relations and outreach, internal communications, social media, video, photography and the web. He also is responsible for government relations and serves as a point person for emergency communications.

### **Senior Director of Communications:** Patricia Zurita Vest

The senior director of communications leads the news team responsible for content creation, media placement, social media, video/photo, internal communications, and web content for the administrative web. Vest is a primary contact for faculty members seeking help in sharing their expertise through news media.

### **Director, Communications Technology & Strategy:** Nathan Stazewski

The director of communications technology & strategy plans, develops and oversees digital communications technologies at the College—including the web, apps, and other emerging channels—integrating and managing platforms that connect the College to its key audiences.

### **Director of Creative Content:** Eric Melgosa

The director of creative content oversees the College's visual identity, including the College mark and logo, as well as all aspects of graphic design for publications and other communications.

## *Office of the Vice President and Chief Information Officer*

### **Vice President and Chief Information Officer:** José Rodriguez

The Vice President and Chief Information Officer (CIO) is responsible for all aspects of computing at Pomona College, under the division of Information Technology Services (ITS). This includes supporting the use of technology in the curriculum, teaching, research, audiovisual, and administrative services. The VP/CIO oversees the campus network infrastructure, enterprise applications, IT security, and all IT services and operations for Pomona College/

ITS is comprised of three main teams with oversight of specific technology services and systems:

**ITS Operations** includes the College's service desk, technology provision and support for faculty and staff, desktop support for faculty, staff (College hardware and software) and students (software only), campus computing labs, and inventory management. ITS Operations also include the Media Services team who provide design and support for audiovisual and classroom services, meetings, and technology-supported events on campus. In addition, the ITS Operations teams work strategically with the College Facilities division in support of campus building projects, lead

campus communications for IT change management, and work closely with Human Resources to promote efficient onboarding processes for staff and faculty hiring.

**ITS Research and Instructional Technology Group (RITG)** directly assists the Pomona College community with technology services, including oversight of campus labs and classrooms, specialized curricular software, research computing projects, use of the Claremont Colleges' learning management system and Hahn Teaching with Technology projects. The team provides leadership and support on effective and innovative uses of technology for teaching, learning, and research and promotes and supports methods of research computing and digital scholarship in areas such as computer programming, text mining, data visualization, network analysis, GIS mapping, and 3D modeling.

The **ITS Enterprise Services** team is responsible for enterprise applications, network and server infrastructure, online applications, the Pomona College student information system, and the support and administration of the Claremont Colleges' student information and learning management systems and IT Security, responsible for securing and protecting the Pomona community's electronically stored and communicated data. Additionally, the IT Security team manages the tools and services to safeguard the Pomona community from unauthorized intrusion and malevolent actors while minimally impacting and preserving the privacy of our community. ITS Enterprise Services is also responsible for overseeing technology-related software vendor evaluations, using a Vendor Evaluation Management System, which facilitates communication between ITS, legal, and security evaluation resources, tracking the progress of each evaluation.

The Pomona VP and CIO also plays an integral role in the shared IT governance among the consortium of all the Claremont College IT leaders at Claremont Graduate University, Claremont McKenna College, Harvey Mudd College, Keck Graduate Institute, Pitzer College, Scripps College, and The Claremont Colleges Services (TCCS).

## SECTION D: THE CLAREMONT COLLEGES

The Claremont Colleges have a constitution (available in each institution's President's Office) that explains their interrelationships. Each institution operates independently in fundraising, 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 Chicana/o-Latina/o 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 and Statistics 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 up to 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. Operated by The Claremont Colleges Services (TCCS), these include but are not limited to the following joint operations:

The *Huntley Bookstore* is the consortial bookstore of The Claremont Colleges. Huntley provides textbook services, institutional apparel, and general school supplies. It also houses the consortium Apple Store. The bookstore has relocated to the first floor of the Claremont Colleges Library. Books can be purchased in person or ordered online at the [Huntley Bookstore website](#). Huntley Bookstore offers faculty discounts on computers, software, supplies, general books, and more.

*Connection* is located on the first floor, south entrance of The Claremont Colleges Library and provides multiple resources to The Claremont Colleges community, including ID cards, Claremont Cash, and copy/print/mail.



*The Claremont Colleges Library* partners with The Claremont Colleges to support research, teaching and learning. Library resources and services are available to all members of The Claremont Colleges' academic community. Librarians and staff assist with locating information in all formats including print and electronic sources. They also offer in-person research appointments and respond to questions via email and instant messaging. One of the major activities of the library is teaching students how to find, critically evaluate and effectively use information. Customized information literacy instruction sessions can be requested for one or more class periods. These hands-on active learning sessions can be held in one of the library's flexible classrooms or in the classroom on the home campus.

The library's holdings include over 2.7 million print and electronic titles, which are available to all members of the academic community, from on or off campus. Through the library's website, Pomona students, faculty, and staff can access *Library Search*. It is a local library catalog but also provides access to worldwide library holdings. In addition, the library subscribes to hundreds of article databases, including platforms such as Web of Science, JSTOR, and ProQuest, and more than 130,000 e-journals, magazines and newspapers. The library also provides access to e-books, streaming videos, and digital primary source collections such as Early English Books Online and Colonial State Papers. The Claremont Colleges Digital Library (CDDL), is home to a growing number of digitized collections from the colleges, as well as from the library's special collections. Scholarship@Claremont, The Claremont Colleges institutional repository, makes available scholarship The Claremont Colleges faculty, students, and staff produce. The Claremont Colleges Library Special Collections brings together The Claremont Colleges' most rare and unique library and information resources, all available for exploration and discovery. The staff provides an array of research and instruction services to connect researchers to history through the collections.

The library offers Resource Sharing (Interlibrary Loan) services and maintains partnerships which provide access to books, articles, and other materials not held in our collections. Affiliated libraries in Claremont include Denison Library at Scripps College; the George C. Stone Center for Children's Books, a division of Claremont Graduate University's Center for Developmental Studies in Education; and the library of the California Botanic Garden, which maintains a large botanical and horticultural collection.

*Benefits Administration*, located in the TCCS 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:** Stig Lanesskog

The Chief Executive Officer of The Claremont Colleges Services serves as the group's chief officer in the management of shared services and a variety of collaborative projects conducted jointly by the colleges.



**Vice President for Administration and Secretary to the Board:** Colin Tudor

As Vice President for Administration, this position provides oversight to Auxiliary Services, Communications, and Community Relations, Enterprise Business Systems Services, and Real Estate and Housing. These departments provide a variety of services to the colleges. The Secretary to the Board provides executive management support and research assistance to the board of directors, as well as executive management support to the Council of The Claremont Colleges.

**Vice President for Finance and Treasurer:** Vanessa H. Aquirre

The Vice President for Finance and Treasurer directs all financial, human resource, and benefits services of TCCS and select facility operations, risk management, and insurance divisions.

**Vice President for Student Affairs:** Janet Smith-Dickerson

The Vice President assists the CEO by managing student-related services, including the Chaplains, Chicano/Latino Student Affairs, Black Student Affairs, Health Education Outreach, and Student Health Services. The VPSA is also a member of the Student Deans Committee.

**Dean of Students, Black Student Affairs:** Lydia Middleton

Established in 1968, The Office of Black Student Affairs (OBSA) is a cultural center and service unit within the The Claremont Colleges Services. In 1979, the functions of the center were separated into the Intercollegiate Department of Black Studies (now the Intercollegiate Department of Africana Studies (IDAS) and the Office of Black Student Affairs (OBSA). IDAS offers courses and special seminars about black history and culture. OBSA invests in the success of students of African descent by providing a range of cultural, academic, social, and community engagement opportunities. Using a collaborative approach, the office empowers students through community engagement, advising and advocacy, and education and success; the office works on behalf of the consortium, departments, and organizations. One of OBSA's major campus partnerships that incorporates faculty is OBSA's annual Black Intersections Conference, a spring event where all faculty, staff, and students are invited to present their scholarship and engage with one another in panels, workshops, poster sessions, and keynote presentations.

**Chaplains:** Father Joseph Fenton (Catholic Chaplain), Hannah Elkin (Jewish Chaplain), Imam Hadi Qazwini (Muslim Chaplain), and Rev. Joel Daniels (Protestant Chaplain)

Based in the McAlister Center, the Chaplains Office serves as the focal point for religious and spiritual activities at The Claremont Colleges. The chaplains are dedicated to providing programs aimed at improving the spiritual, ethical, and social aspects of life at The Claremont Colleges. The chaplains welcome all religious beliefs, and the office is open to all individuals seeking services.

**Dean of Students, Chicano/Latino Student Affairs:** Tony Jimenez

Founded in 1969, Chicano/Latino Student Affairs (CLSA) seeks to support Latinx students at The Claremont Colleges by providing enrichment programs and services that enhance academic success and personal development.

CLSA offers academic support, personal guidance, graduate/professional school advice, cultural enrichment and leadership opportunities while striving to promote programming that encompasses social change and political awareness. CLSA establishes a strong foundation that enriches cultural

identity and develops a sense of family and comunidad in order to ensure success in the educational pipeline.

**Director, Monsour Counseling and Psychological Services:** Gary DeGroot

Monsour Counseling and Psychological Services is committed to promoting the psychological wellbeing of students at The Claremont Colleges. Its team of psychologists, psychiatrists, therapists, and postdoctoral 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.

**Director, Student Health Services:** Prateek Jindal, D.O.

All registered students attending The Claremont Colleges are eligible to be seen at Student Health Services. Our staff of physicians, nurse practitioners, and nurses makes every effort to provide high quality medical services in a caring and efficient manner. All services are private and confidential. Any information regarding these services is not released to anyone without the student's signed permission. In the interest of providing comprehensive wellness care, Student Health Services primary care providers and Monsour therapists may consult with one another when needed.

In addition, Health Education Outreach is dedicated to empowering students to make intentional healthy lifestyle choices. Examples of programs and workshops include alcohol and drug awareness, stress management, and sexual health. The office is located on the first floor of the Tranquada Student Services Center. Certified peer health educators provide workshops and training.

**Director, Student Disability Resource Center:** Cathy Calhoun

The Student Disability Resource Center is a centralized disability service designed to provide consultation and support to campus-specific disability offices, as well as to serve as a resource for students with disabilities and the entire campus community. Located on the first floor of the Tranquada Student Services Center, it offers online resources for faculty, staff, and students, in an effort to enhance the overall academic experience of students with disabilities.

**Assistant Vice President for Human Resources and Benefits Administration:** Dennis Miller

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

**Interim Director, Campus Safety:** Ernie Didier

Campus Safety is a first responder to campus emergencies, assisting external law enforcement and other emergency service providers as needed. Officers are on duty around the clock, providing crime prevention programming and patrols, as well as protecting people and property at The Claremont Colleges. Campus Safety also provides security escorts and enforces campus parking regulations.

**Dean of the Claremont Colleges Library:** Janet Bishop

The Claremont Colleges Library serves the students, faculty, and staff of The Claremont Colleges, partnering in learning, teaching, and research. It is committed to fostering intellectual discovery,

critical thinking, and lifelong learning. Accordingly, the library ties the academic community to varied cultural and scholarly traditions by offering user-centered services, building collections, developing innovative technologies, and providing an inviting environment for study, collaboration, and reflection.

**Assistant Vice President of Communications and Community Relations:** Laura Muna-Landa  
The AVP provides consortial support and coordination for communications, media needs, and community relations coordination at The Claremont Colleges. The Communications/Community Relations department works to strengthen relationships and build partnerships within the City of Claremont, the broader Claremont community, and the local region.

# 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*

(\* = fall leave; \*\* = spring leave; \*\*\* = year leave; <sup>r</sup>= phased retirement)

Jack Abecassis	Vin de Silva	Fabien Jammes**
Lise Abrams	Kevin Dettmar	Malkiat Johal
Konrad Aguilar	Donna M. Di Grazia	Amaud Johnson***
Mark Allen	Rebecca DiPucchio	Karl Johnson***
Seth Allen	Michael Diercks**	Kirk Jones <sup>r</sup>
Ellie Anderson***	David Divita	Gizem Karaali
Tahir Andrabi***	Erica Dobbs	Nina Karnovsky*
Lisa Auerbach*	Malte Dold*	Gary Kates <sup>r**</sup>
Guadalupe Bacio	Guillermo Douglass-Jaimes	Charles Katsiaficas
Aimee Bahng	Anne Dwyer***	David Kauchak
Nicholas Ball	Oona Eisenstadt	Benjamin Keim***
Malachai Bandy	Pierre Englebert	Arash Khazeni
Susan McWilliams Barndt	Ryan Engley	Jonathan King
Allan Barr <sup>r*</sup>	JoAnne Ferguson	Jordan Kirk
Colin Beck	J Finley	Konstantine Klioutchkine
Cristina Bejarano	Thomas Flaherty	Michael Kuehlwein <sup>r*</sup>
Steve Bickham	Peter Flueckiger	Aaron Kunin
Eleanor Birrell	Jennifer Friedlander	Kyoko Kurita
Mieczyslaw Boduszynski	Robert Gaines***	Jade Star Lackey
Eleanor Brown	Stephan Garcia	Jun Lang
Shannon Burns	Roberto Garza-López	Tom Le
Paul Cahill	Melissa Givens	Genevieve Lee
José Cartagena-Calderón*	Elizabeth Glater	Jonathan Lethem
André Cavalcanti	Manisha Goel	Rachel Levin
Gabriel Chandler	Edray Goins	Richard Lewis
Charlotte Chang***	George Gorse	Eric Lindholm*
Gary Champi	Sharon Goto	Jane Liu
Suzanne Chavez-Silverman	J. P. Gowdy	Victoria Sancho Lobis
Tzu-Yi Chen	Michael Green	Marc Los Huertos
Clarissa Cheney <sup>r**</sup>	Fred Grieman <sup>r**</sup>	Fernando Lozano
Eileen Cheng	Eric Grosfils <sup>r*</sup>	Joyce Lu
Angelina Chin	Heidi Haddad***	Stephen Marks
Christopher Chinn	Frances Hanzawa	Daniel Martínez
Philip Choi	Johanna Hardin***	Sara Masland*
Pey-Yi Chu	Esther Hernandez-Medina	Richard Mawhorter**
Anthony Clark***	Avis Hinkson	April Mayes
Erin Collins	Nicole Holliday*	Preston McBride
Alfred W. Cramer**	Amanda Hollis-Brusky	Richard McKirahan <sup>r***</sup>
Edward J. Crane	Sharon Hou <sup>r**</sup>	David Menefee-Libey
Bowman Cutter	Janice Hudgings	Miriam Merrill
Chanchal Dadlani	Emiliano Huet-Vaughn	Wallace (Marty) Meyer
Grace Davila-Lopez <sup>r**</sup>	Eric Hurley	Kaley McCluskey
Pierangelo De Pace	Phyllis Jackson	Char Miller***

Jessica Mills  
 Nivia Montenegro  
 Jonathan Moore  
 Thomas Moore  
 Jorge Moreno Soto  
 Michael Morgan  
 Thomas Muzart  
 Bilal Nasir  
 Maria Cristina Negritto  
 Zhiru Ng  
 Joanne Nucho  
 Daniel O’Leary  
 Michael O’Malley\*  
 Gilda Ochoa  
 Sara Olson  
 Joseph Osborn  
 Alexandra Papoutsaki  
 Karen Parfitt  
 Mary Paster  
 Adam Pearson  
 John Pennington  
 Frank Pericolosi  
 Laura Perini  
 Virginie Pouzet-Duzer  
 Sara Queener  
 Ami Radunskaya  
 Sarah Raff\*  
 Lynn Rapaport  
 Carolyn Ratteray  
 Linda Reinen<sup>r</sup>\*

Kirk Reynolds  
 Hans J. Rindisbacher  
 Joti Rockwell  
 Alexander Rodriguez\*\*  
 Rosalia Romero\*  
 Colleen Rosenfeld  
 Larissa Rudova  
 Adolfo Rumbos  
 Erin Runions\*  
 Sara Sadhwani\*\*  
 Ghassan Sarkis  
 Matthew Sazinsky\*  
 Jennifer Scanlon  
 Gibb Schreffler  
 John Seery  
 Lenny Seligman\*\*  
 Shahriar Shahriari\*  
 Prageeta Sharma\*\*\*  
 Anthony Shay  
 Shlomo Sher  
 Cherene Sherrard-Johnson  
 Penny Sinanoglou  
 Darryl Smith  
 Gary Smith\*  
 G. Gabrielle Starr  
 Michael Steinberger  
 Sharon Stranford  
 Tomás Summers Sandoval\*\*  
 William Swartz\*\*\*  
 Kazumi Takahashi

David Tanenbaum  
 Julie Tannenbaum  
 Charles Taylor  
 Mercedes Teixido  
 Hung Cam Thai\*  
 Peter Thielke  
 Kyla Tompkins\*\*\*  
 Valerie Townsend  
 Ousmane Traore\*  
 Friederike von Schwerin-High\*\*  
 John Walsh  
 Nicole Weekes\*  
 Dwight Whitaker\*\*\*  
 Amber Williams  
 Heather Williams\*\*  
 Keri Wilson  
 Kyle Wilson  
 Kenneth Wolf  
 Alaina Woo  
 Yuqing (Melanie) Wu  
 Kevin Wynter  
 Feng Xiao  
 Samuel Yamashita<sup>r</sup>\*\*  
 Michelle Zemel  
 Arely Zimmerman  
 Megan Zirnstein\*\*\*  
 Yanshuo Zhang  
 Alma Zook<sup>r</sup>

## *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 her 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.

## *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 Educational Quality 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 Chair of Faculty*

The Chair of Faculty is elected to a two-year term by the whole voting faculty to serve as the chair of the Faculty Executive Committee and as a visible representative of all College faculty, particularly in matters of faculty governance. In addition, the Chair of Faculty is charged with soliciting input on matters of faculty interest from all quarters of the faculty, including departments, programs, divisions, and committees, and with helping to set the agenda and tone of faculty governance at the College. Business may be brought to the Executive Committee through the Chair of Faculty as well as through any single member of that committee. In addition, the Chair of Faculty is expected to meet regularly with the Dean of the College, the President, the Chair of the Board of Trustees, and Vice Presidents. Candidates for Chair of Faculty must hold the rank of

associate professor or professor, and a Chair of Faculty may be removed from office by a two-thirds vote of the faculty.

The Chair of Faculty will be expected to complete a full two-year term without leave from the College. The Chair of Faculty is not expected to serve in any significant additional service capacity during their term. The Chair of Faculty may assume additional service at their discretion, after consultation with the Executive Committee and the Dean of the College. If a Chair of Faculty does not finish a full term for any reason, a special election will be called within six weeks when the College is in session. The replacement Chair of Faculty will take office immediately, and their term will include the remainder of that academic year and the following two full academic years. In April 2016, the faculty adopted the Chair of Faculty as a provisional position to be revisited by the faculty during fall 2018. The Chair of Faculty position, as presently defined, was approved by the Pomona College faculty in November 2018.

The current Chair of Faculty is Ken Wolf.

### *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 section of Linguistics & Cognitive Science, Media Studies, Music, Philosophy, Religious Studies, Romance Languages & Literatures, and Theatre & Dance; **Division II** (Mathematics and Sciences): Biology, Chemistry, Computer Science, Geology, Cognitive Science section of Linguistics & Cognitive Science, Mathematics and Statistics, Neuroscience, Physics & Astronomy, and Psychological Science; **Division III** (Social Sciences): Anthropology, Economics, History, Physical Education, Politics, and Sociology. Interdisciplinary departments and programs are not assigned a division; rather, faculty appointed in such departments/programs are grouped into the division that most closely aligns with their research.

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): Hans Rindisbacher (F); Eric Lindholm (S)

Division II (Mathematics and Sciences): Phil Choi

Division III (Social Sciences): Michelle Zemel



## *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 2023-2024

Department	Chair
Africana Studies (Intercollegiate)	Eric Hurley
Anthropology	Joanne Nucho
Art	Mercedes Teixido
Art History	George Gorse
Asian American Studies (Intercollegiate)	Sharon Goto
Asian Languages and Literatures	Kyoko Kurita
Chinese	Feng Xiao
Japanese	Peter Flueckiger
Biology	F23 Fabien Jammes S24 EJ Crane
Chemistry	Chuck Taylor
Chicana/o Latina/o Studies (Intercollegiate)	Suyapa Portillo Villeda (PZ)
Classics	Chris Chinn
Computer Science	Dave Kauchak
Dance	John Pennington
Economics	Fernando Lozano
English	Cherene Sherrard-Johnson
Geology	Jade Star Lackey
German and Russian	Konstantine Kliotchkine
German Section Coordinator	Hans Rindisbacher
Russian Section Coordinator	Larissa Rudova
History	Angelina Chin
Linguistics and Cognitive Science	Lise Abrams
Linguistics Section Coordinator	F23 Mike Diercks S24 Mary Paster
Mathematics and Statistics	Stephan Garcia
Media Studies	Jennifer Friedlander
Music	Joti Rockwell
Applied Music Coordinator	F23 Genevieve Lee S24 Gibb Schreffler
Neuroscience	Richard Lewis
Philosophy	Laura Perini
Physical Education	Miriam Merrill
Physics and Astronomy	David Tanenbaum
Politics	Amanda Hollis-Brusky
Psychological Science	Adam Pearson
Religious Studies	Zhiru Ng
Romance Languages and Literatures	Virginie A. Duzer
French Section Coordinator	Virginie A. Duzer
Spanish Section Coordinator	Paul Cahill
Sociology	F23 Lynn Rapaport S24 Hung Thai
Theatre	Carolyn Ratteray
Program	Coordinator
American Studies	Aimee Bahng
Asian Studies	Zhiru Ng
Chicana/o Latina/o Studies	F23 Tomás Summers Sandoval S24 Gilda Ochoa
Environmental Analysis	FA23 Heather Williams SP24 Marc Los Huertos
Gender and Women's Studies	Aimee Bahng
International Relations	Steve Marks
Late Antique-Medieval Studies	Ken Wolf
Latin American Studies	April Mayes
Molecular Biology	Tina Negritto
Philosophy, Politics and Economics	Michael Green
Public Policy Analysis	David Menefee-Libey
Science, Technology and Society	Laura Perini

## *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 Grievance Committee, and the Faculty Position Advisory 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.

The Executive Committee coordinates the nomination and election of candidates to faculty committees. The procedure for nomination and election to an elected committee position is as follows:

- 1.) The appropriate division chair sends out a call for volunteers who wish to nominate themselves for the ballot.
- 2.) After the call for nominations has closed, ballots are assembled with as many nominees for each ballot position as indicated in the committee's description. Whatever ballot slots have not been filled by volunteers will be filled via random selection from the pool of those eligible for the position, with the exception of assistant professors in their first three years of service.

Persons whose names are drawn by lot will be notified by the Dean's Office and will have the option of withdrawing if they have not withdrawn their name from a previous ballot within the past ten years. Assistant Professors can choose to withdraw their names regardless of whether they previously withdrew their names or not. Withdrawal will protect the faculty member from any further lotteries conducted in the academic year in which the withdrawal option is exercised. The decision to withdraw must be communicated to the dean's office within 48 hours of notification. The lottery process is repeated until a for each ballot position is established.

- 3.) An indicator will appear on the ballot next to the names of candidates who choose to signal that they feel the committee in question is a good match for their interests.
- 4.) In the event of an elected committee vacancy between elections, when the runner-up from the previous election is unable to serve, the Executive Committee may appoint a replacement to fill the vacancy until the next election.

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 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 (see below); the chair must be a member of the faculty at the rank of associate professor or professor. 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 Procedures Committee**

The Academic Procedures Committee is a standing committee of the faculty composed of three faculty members, one from each Division, and at least two of whom are at the rank of associate professor or professor; 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; d) ruling on student petitions to enroll for more than eight semesters; and e) grade disputes. An extensive description of this committee's functions appears in Chapter III, Section B, under "Academic Regulations" (adopted by the faculty 3/1/1985). The committee is convened by the Registrar. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **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 faculty member at the rank of associate professor or professor. 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." The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **Admissions/Financial Aid Committee**

This committee is composed of five faculty representatives, at least one from each division, including one from Physical Education/Athletics and one from the performing arts; the Vice President and Dean of Admissions and Financial Aid; the Senior Associate Dean and Director of Admissions; the Director of Financial Aid; two students; and the professional Admissions staff. The committee chair will be a faculty member. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

The committee serves as a liaison between the faculty and the Offices of Admissions and Financial Aid. It advises the Vice President and Dean of Admissions on guidelines for prospective student recruitment activities on and off campus, including campus tours and promotional materials, as well as admissions criteria. It also serves in an advisory capacity to the Director of Financial Aid regarding financial aid policy. The full committee will meet throughout the academic year according to a schedule mutually agreed upon by the committee chair and the Vice President and Dean of Admissions and Financial Aid. In addition, the five faculty members should meet separately as needed to formulate points for discussion by the committee and to discuss matters of specific interest related to admissions or financial aid.

### **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. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **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. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **Athletics Committee**

This committee provides faculty support for the athletics program, ensures that the athletics program furthers the larger goals of the College, and represents the College at meetings of the Southern California Intercollegiate Athletic Conference. The committee consists of the physical education department's Director of Athletics, Senior Woman Administrator, and Compliance Coordinator, two students nominated by the Student-Athlete Advisory Committee, and three faculty. One of the faculty must be a head coach; another is from Pomona, and the third is from Pitzer, and these two faculty serve as the Faculty Athletic Representative of their respective colleges. The committee is chaired by a Faculty Athletic Representative.

### **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.

### **Critical Thinking Committee**

The responsibility of this committee is to focus on critical thinking across the disciplines, which includes the Critical Inquiry (ID1) Program, curricular components of the Writing Center, and the General Education overlay requirements. The committee oversees policy and assessment for the Critical Inquiry Program, works with the Director of College Writing to set outcomes, and

encourages faculty to be ID1 instructors. and the writing-intensive General Education requirement, sets standards and assesses outcomes, The committee ensures the integrity of the General Education overlay requirements (Writing Intensive, Speaking Intensive, and Analyzing Difference) by certifying course applications, supporting faculty development in these areas, assessing the overlays when appropriate, and encouraging faculty to offer courses that satisfy the requirements. Such work for the Analyzing Difference requirement will occur with guidance and support from an advisory group, identified by the Faculty Executive Committee, of faculty with relevant disciplinary and interdisciplinary expertise. Critical Thinking Committee members include the Director of College Writing, the Associate Dean who serves on the Curriculum Committee, one faculty member from each division, and two students. Additionally, a representative of Academic Affairs charged with assessment will serve as an *ex officio* member.

The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **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 at the rank of associate professor or professor and no more than one member of any particular department shall serve on the Committee at the same time. The incoming Committee chooses its own chair as soon as its membership for the new academic year is known (usually in May).

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 approving and supervising Special Majors, and for evaluating new course proposals and other curricular changes and making recommendations thereon to the faculty (adopted by the faculty 3/1/1985). 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.

### **Draper Center for Community Partnerships Advisory Board**

The Draper Center Advisory Board meets two to three times per academic year. The Board advises and guides the Draper Center with regard to strategic and operational directions. Faculty membership includes the Draper Center Faculty Coordinator and two other faculty appointed by the President. Additional faculty may join the Advisory Board as volunteer members, according to their interest. Other members include Ranney Draper '60 or his designee, the Vice President for Student Affairs, the Dean of the College, the Draper Center director, and community members including alumni. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **Emeriti Committee**

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. The committee chooses its own chair.

### **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 consults with the Dean of the College and/or his or her designate in the preparation of election slates for elected faculty committees. It also advises the Dean and/or his or her designate on recommendations to the President for appointments to all other committees of the faculty. 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: Educational Quality, 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 (4/16/2016), the Executive Committee consists of seven faculty with the rank of assistant professor or above, one of whom is the separately elected Chair of Faculty. Each division will choose at least two representatives from a slate of at least three candidates. One divisional representative will be elected by the members of the division exclusively; the second will be elected at-large by the whole faculty. Both representatives may not come from the same department or program. Representatives for each division will be elected either by the division or by the faculty as a whole on staggered years, and the longest-serving representative will be the division chair. If a representative can no longer serve out their term, the body that elected them—division or the whole faculty—will elect a replacement.

The Chair of Faculty, who serves a two-year term as chair of the Executive Committee, is elected in accordance with its procedure, outlined elsewhere in this Handbook.

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 at the rank of associate professor or professor, at least two of whom are at the rank of associate professor and at least one of whom is a member of the Cabinet. They shall be elected from a slate of three candidates 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. No one who has

served on the Faculty Personnel Committee within the past year may serve on the Faculty Grievance Committee. Members of the Faculty Grievance Committee also serve on the Academic Discipline Board and may be called upon to serve on its panels. 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 Associate Dean for Academic Affairs 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 professor, 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; 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. Three members 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 at the rank of associate professor or professor, 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 three-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. By the end of the academic year, newly elected committee members and continuing members elect a provisional chair, whose formal term starts on July 1. A confirmation election of the chair occurs at the beginning of the fall semester, during the first committee meeting. A full description of this committee's procedures and guidelines appears in Chapter IV.

Elected Faculty Position Advisory Committee members who take leave for either or both semesters of an academic year must be replaced for the entire year by the nominee receiving the second largest number of votes in the original election. In the event that nominee cannot serve, there will be a special election from a slate of at least two nominees from the division in question to choose a one-year replacement.

### **Health Sciences Committee**

The committee oversees the academic program for students preparing to enter healthcare professions. Members share responsibility for preparing applicants for interviews and for drafting a committee cover letter that accompanies the individual letters of recommendation. In addition, the committee meets at the end of the spring semester in order to discuss and evaluate each applicant. The most intensive period of the committee's work takes place from March through the end of the academic year. Faculty representatives, an Associate Dean of Students, and the Assistant Director of Pre-Health and Career Advising make up the committee, which is chaired by a faculty member. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **Information Technology Committee**

The committee advises the College on the faculty's use of information technology resources for teaching, research, advising, and, at the discretion of the committee, affiliated needs. The committee acts as a liaison between the faculty and ITS, and its members serve as the faculty's representatives on the Information Technology Services Advisory Committee. Three faculty members, preferably one from each division, are appointed by the Faculty Executive 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. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **Orientation Book Committee**

This committee solicits book nominations and makes a selection, mainly during the fall, winter break and early spring semester, for the orientation program the following year. It arranges faculty discussion leaders and recommends the distinguished faculty lecturer or outside speaker related to the orientation reading. It is composed of four faculty members (one of whom chairs the committee), three to four students, a representative of the Dean of the College office, and a representative of the Dean of Students office. The faculty members are appointed by the President to two-year staggered terms. The Executive Committee chooses the committee chair when making

committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **PAYS Advisory Committee**

The PAYS Advisory Committee meets 6-8 times per year in late fall and through May. Two faculty members are appointed to the committee by the President. Committee members assist with the direction of and admissions decisions for the Pomona College Academy for Youth Success, a program of the Draper Center for Community Partnerships. The faculty appointed to the Draper Center Advisory Board also serve on the PAYS Advisory Committee. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **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. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **President's Advisory Committee on Sustainability**

The committee will review and monitor (in quantitative terms) the operations of the campus that directly affect the College's use of resources. The committee will also develop new approaches and ideas designed to improve sustainable use of resources. It is expected that the committee will focus on one or two major efforts each year, understanding that some projects may be multi-year in nature. At the end of each year, the committee will prepare a report for the President and the Board of Trustees' Facilities and Environment Committee. In addition, the committee will make its annual report available to the full College community. The committee is composed of the Director of the Environmental Analysis Program and two additional members of the faculty, appointed by the President to two-year terms (renewable); a tenured faculty member shall be appointed chair. Additional members include an Associate Dean of the College or Associate Dean for Academic Affairs, four students appointed to one-year terms (renewable), the Director of Energy and Project Management, and other staff. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so. The committee is convened by the Director of Energy and Project Management.

### **Radiation Safety Committee**

The committee monitors the usage of radioactive substances to ensure compliance with federal and state regulations. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **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. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **Research Protection Committee/Institutional Review Board**

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, faculty members, and a community representative. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **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 two Faculty Residents, a faculty member at large, a member of the Office of the Dean of Students (currently the Vice President and Dean of Students), a member of the Office of Housing and Residence Life (currently the Dean of Campus Life), and five student representatives from the ASPC Senate (adopted 10/9/2013). The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **International and Domestic Programs Committee**

The International and Domestic Programs Committee advises the International and Domestic Programs Office on policy matters; advises on program development, assessment, and evaluation, with focus on curriculum integration; screens petitions for international and domestic programs not currently authorized by the College; and evaluates applications for all programs. The committee consists of the Director of International and Domestic Programs, the Dean of Students or an Associate Dean of Students, the Staff Director of Oldenborg Center, the Registrar, the Associate Dean of the College with responsibility for international initiatives, four faculty members, and two students who have participated in Pomona's international or domestic programs. The four faculty members include one faculty member from a department of languages and literatures, one Division 1 faculty member from a department other than languages and literatures, one Division 2 faculty member, and one Division 3 faculty member. The Executive

Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so. The committee is normally convened by the Director of International and Domestic Programs.

### **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 related to teaching, learning, and assessment. The TLC includes six faculty members, with at least one faculty member at the rank of associate professor or professor from each division, appointed to two-year staggered terms. It also includes a representative of Academic Affairs charged with assessment; Deputy Chief Information Officer, Support and Instructional Services; the Director of College Writing; and an Associate Dean as ex-officio members. The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

### **Work-Family Committee**

This committee was originally established as the Commission on the Education of Women (Women's Commission) 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 2012, the Faculty, recognizing the changes in gender roles, family structures, and careers over the previous 40 years, changed the name and the charge of the committee to more accurately represent its current and future role in the College. In addition to its historic responsibilities, the committee also examines issues regarding the balance of work and family obligations among College faculty. Operating on a four-year cycle, the committee typically meets for two years to assess faculty concerns, explore options, and make recommendations with regard to work-life balance for faculty. When their report is finished, the committee is disbanded.

The Executive Committee chooses the committee chair when making committee assignment recommendations to the President. A committee may choose a different chair later if it decides to do so.

## *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 Chief Information Officer 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 1/15/1971)

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 2/21/1975)

## Part II – Procedural Bylaws for the Faculty

(Adopted February 12, 1971; amended October 5, 2001; March 7, 2012)

### **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 not on leave 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 by ballot when practicable.
- 2.) The method of voting on other motions shall be 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. Audio or video recording of any faculty meeting is prohibited, except by the person designated by the President or Presiding Officer to take minutes, or, in special circumstances, by another party as authorized by majority vote.
- C. Any procedural questions not specifically covered in these Bylaws shall be determined by the chair on the basis of Robert's Rules of Order.
- D. These Bylaws may be amended only upon one month's written notice by a two-thirds vote.

## 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 academic year 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.

“Professor of Practice” denotes a non-tenure-track appointee who has demonstrated excellence and leadership in the practice of a non-academic field or career relevant to the intellectual life of the College. While having the rank and stature of a professor, such appointees are not voting members of the faculty. Appointments, which must be approved by the Faculty Personnel Committee, are normally made for up to three years.

## *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 two standard types of faculty appointment. In the first type, a faculty member is formally appointed to one department or program. 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.

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 will include, most particularly, but not exclusively, good teaching, that is attentive to diversity in the student body, meaning competence in all four, 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, theses, independent studies, tutorials, performances/exhibitions, rehearsals, student research, coaching, or any other modes of individual or collaborative learning, whether or not explicitly offered for course credit.
  - 4.) Fostering an inclusive classroom where all students are encouraged to participate in discussions, studios, rehearsals, performances, activities and other course exercises.

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 recognizes the importance of service that creates and enhances pathways of success and inclusion for underrepresented students in the College. These pathways may include: curricular design on the general education, departmental, or individual level that fosters inclusivity; mentoring student cohort and other support groups for underrepresented students; and participation in professional development programs on and off campus that are designed to improve individual and collective capacities for supporting a diverse student body. 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 conducted 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 is welcome to 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. Professors have the option of paper evaluations or electronic evaluations. For paper evaluations, the professor designates a student in each course to distribute the forms, collect them, and return them to the departmental academic coordinator. 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. If the professor chooses electronic evaluations, the evaluations will be conducted during class time. The professor will provide an electronic link to the form, and the responses will be collected digitally. The completed evaluations are to be stored in a secure location within the department, and a copy provided to 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 normally reviewed in the spring rather than the fall semester. The faculty will be asked to review and vote on these procedures every six years, and may approve revisions at any time. As of July 1, 2016, any motion to modify standards or processes for faculty reviews, tenure, or promotion must be presented to a Faculty Meeting as a reading by its sponsor at least 27 days before consideration for passage at a Faculty Meeting in the same academic year.

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 academic year preceding the Faculty Personnel Committee review of a particular candidate, the Associate Dean for Academic Affairs 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 is contracted, 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 Associate 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. The candidate should specifically address their efforts to create and maintain an inclusive classroom. This may include describing classroom practices used to encourage the participation of a diverse student body, or to cultivate an awareness of differing backgrounds, focuses, and needs among the student body and broader community. Techniques such as communities of learning and community partnerships are relevant here, as are the inclusion of scholarly and other works emerging from the perspectives of underrepresented groups, or any other classroom practices that support inclusivity and diversity.

The candidate's statement is presented to the chair of the department by August 15 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. For reviews for rolling contract renewals, promotions to full professor, or other spring reviews, the due date for such names is August 15 and for materials is September 15. 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.

The candidate may ask the department chair to solicit letters of information from individuals, not included among the students and outside referees described below, who may be able to provide information about the candidate's activities and contributions. The candidate should provide the names and contact information of any such individuals to the chair and the Associate Dean for Academic Affairs by May 1 for fall reviews and by August 15 for spring reviews so that the chair has ample time to solicit the letters of information and follow up with a reminder to anyone who does not respond.

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, will not submit a confidential individual letter to the Faculty Personnel Committee, 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 may submit a confidential individual letter to the Faculty Personnel Committee and may 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 conducted 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 is welcome to 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. Professors have the option of paper evaluations or electronic evaluations. For paper evaluations, the professor designates a student in each course to distribute the forms, collect them, and return them to the departmental academic coordinator. 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. If the professor chooses electronic evaluations, the evaluations will be conducted during class time. The professor will provide an electronic link to the form, and the responses will be collected digitally. The completed evaluations are to be stored in a secure location within the department, and a copy provided to the professor after that semester's grades have been submitted.

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. Additionally, the candidate may request that the chair solicit letters from major advisees. 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

By August 15 (or January 15 for spring reviews), the chair makes the materials the candidate has prepared, along with the course evaluations and the letters from students and outside reviewers, available for review by the department and the Faculty Personnel Committee. 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 submit a confidential individual letter to the Faculty Personnel Committee. (The choice to opt out because one is on leave is not the same as refusal. For refusal, 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. 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. 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 statement of their opinions to the Faculty Personnel Committee as an addendum to the departmental letter. 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 Letter with the Candidate*, below.) The departmental recommendation is delivered by September 15 (or February 1 for spring reviews) to the Dean of the College, who makes it available to the members of the Faculty Personnel Committee.

By September 22 (or February 8 for spring reviews), each individual participating in the review, including the chair, submits a confidential individual letter to the Dean of the College expressing his/her views of the case. Failure to submit such an individual letter by this date will be interpreted by the Faculty Personnel Committee as full support for the departmental letter (or for any dissenting addendum signed by that faculty member). The Dean makes these confidential individual letters available to the Faculty Personnel Committee, but they are not shared with the candidate, the chair, or other department members. 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 or program at Pomona College and to a second department or program, intercollegiate or within Pomona College. The second 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 third 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. The letter may be signed (or a separate letter sent) only by program or department members who have reviewed the dossier.

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; the letter may be signed (or a separate letter sent) only by program or department members who have reviewed the dossier.

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; the letter may be signed (or a separate letter sent) only by program or department members who have reviewed the dossier.

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 Letter 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 statements submitted as addenda to the department letter from department members who did not sign the department letter because it did not fully represent their opinions. Candidates may also discuss the department's recommendation with the Dean. Within a week of receiving the departmental document, 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 of the College or the Associate Dean for Academic Affairs 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. 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, including by conducting confidential interviews of individual faculty members. The Faculty Personnel Committee subcommittee, informed by the full dossier, will use its best efforts to give advance notice to the candidate and any others who are to be interviewed of major issues the subcommittee believes will be addressed in the interviews. As part of its review, the subcommittee always interviews the candidate and invites him or her to respond to any major issues that have been identified. If other persons are interviewed, the candidate is interviewed last. 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 and before the subcommittee report is submitted to the full Faculty Personnel Committee, 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, re-nominate 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 re-nomination 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 Educational Quality 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 the fourth year in rank, associate professors meet with the Dean of the College and a senior colleague (chosen in consultation with the Dean) to discuss their plan toward meeting the standards for promotion to the rank of professor. A written summary of the meeting will be shared by the Dean of the College with the associate professor, who may at their discretion share the summary with the department/programs that will be involved in the promotion process. In order to guard against oversights, the College will contact associate professors reaching the eighth year in rank to revisit their path toward promotion to rank of professor.



Because promotion depends on merit, elevation to rank of professor 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 members will read the candidate's file, discuss the case, prepare the department letter, and each submit a confidential letter to the Faculty Personnel Committee.

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 of the College, and the Associate Dean for Academic Affairs 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 (i.e., members of the voting faculty, as established in the list included in this handbook). 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*

Date	Personnel Actions
September 15	Departmental fall reappointment, tenure and promotion recommendations due

Late November/December	Presidential fall nominations to the Cabinet for reappointment, tenure, promotion, early 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
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**

## *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 as they apply:

- 1) Lecturing;
- 2) Leading seminars and discussions;
- 3) Guiding laboratories, independent studies, theses, tutorials, studios, performances/exhibitions, rehearsals, student research, coaching, or any other modes of individual or collaborative learning, whether or not explicitly offered for course credit;
- 4) Fostering an inclusive classroom, where all students are encouraged to participate in discussions, studios, rehearsals, performances, and other course activities; and
- 5) Advising and mentoring.

Please identify your college, type or print your name clearly, and indicate any 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

## 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.

*Approved 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; no other Pomona courses may be offered at this time in either semester.

M-W-F	M-W	T-Th	F
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)

N.B. For 2014 – 2023, the five undergraduate colleges are conducting a pilot of additional/revised class times. The additional times available to Pomona College faculty during the three years of the pilot are:

- W-F 11:00 a.m.– 12:15 p.m.
- For studio arts, broadly defined, only 10:00 –12:30 p.m. or 1:15 – 3:45 p.m. on M-W or W-F
- For studio arts, broadly defined, only 9:35 a.m. – 12:05 p.m. on T-Th
- For physical education and arts ensembles only, 1:15 – 3:45 p.m. on M-W, W-F, or T-Th
- For senior seminars in the fall only, 11:00 a.m. – 12:15 p.m. on T-Th
- For courses not suitable for first-year students in the fall only, 11:00 a.m. – 12:15 p.m. on T-Th by petition to the dean
- For courses historically enrolling fewer than five students and by petition to the dean, class times not fitting into the approved or pilot class times may be allowed.

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 normal faculty teaching load is four courses or the equivalent per academic year, plus any independent study 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.

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.

One of the purposes of the four-course curricular system is 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. However, the normal expectation is that 15-week courses will meet a minimum of 150 minutes per week (usually consisting of three 50-minute, two 75-minute, or one 150-minute session per week) and should generally require a minimum of 8-10 hours of out-of-class work per week. Courses meeting more than 150 minutes per week may in some cases require commensurately less out-of-classroom work than others. Instances where a course might involve fewer or shorter formal class meetings than the norm but require commensurately more than 8-10 hours of out-of-class work include courses involving required conferences between students and instructor (tutorials, individualized music instruction); courses involving unusually extensive, required independent work (programming, reading, research, and writing); courses involving supervised intensive experiences (internships, research/laboratory assistantships, field work, study abroad); courses involving the performing arts; and courses involving athletics or other practice, such as language conversation.

The requirement of attendance is up to the teacher.

### *Teaching Evaluations*

Teaching evaluations must be distributed and collected in all courses taught by all faculty members. The procedure is described in Chapter II, Section B, under *Student Evaluation of Teaching Effectiveness*.

### *Textbook Orders*

Under the Higher Education Opportunity Act, the College is required to provide information to students at the point of registration about textbooks and other required course materials and their costs. To this end, Huntley Bookstore sends requests for book orders (or other required course materials, such as course packs) to faculty before pre-enrollment for the next semester takes place, and the information received in that manner appears on the College portal with other course



information each semester. The Claremont Colleges have an “exclusive” contract with Huntley that obligates us to provide Huntley with information about the course materials needed for our courses, but of course students may choose to buy books wherever they wish. While it’s understood that some courses may be under development or revision from time to time, the College must ensure that textbook information is provided to students at the point of registration.

### *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 and the weeks before pre-enrollment in April and November.

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 two meals 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.

### *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 distributed each year through email. 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. Teaching at other colleges or universities is limited to one course per year, except within the Claremont Colleges Consortium. Before making outside employment commitments, members of the faculty must first clear such arrangements with the Dean of the College, and these commitments, once approved, are subject to annual review.

Full-time faculty members who commit to consulting and other outside employment will limit their commitment to a maximum of one day per week during the academic year. Any 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. The College pays up to ten days of jury service.

## SECTION D: PROFESSIONAL DEVELOPMENT

### *Leaves of Absence*

Faculty members of all ranks (assistant, associate, and professor) on continuing appointments (i.e., members of the voting faculty, as established in the list included in this handbook) are eligible for leaves of absence. Time spent at the rank of instructor does not count toward leave eligibility. Professional-development leaves are intended to benefit the College as well as the individual for the development of teaching, scholarship, and artistry. These 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 Research Committee, the Faculty Personnel Committee, the Cabinet, and the Educational Quality 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.

It may be possible for a faculty member on leave to occupy their office, provided the faculty member, the Associate Dean of the College for Research and Infrastructure, the department chair, and the other department members agree to a space allocation plan for the leave period.

Applications for sabbatical leaves, Steele Leaves or leaves without pay must be made in **October** in the academic year prior to the requested leave. (For fellowship, personal, and administrative leave timelines, see separate specifications below.) By email, the Dean's Office will notify the faculty each year of the specific deadlines, including a deadline for submitting an external grant application. **Applications received after the published application deadline will NOT be considered.** The following list of materials required for submission may be attached to the online submission:

- a. a request for specific type of leave: seventh-year leave, seventh-semester leave, Steele leave, or leave without pay;
- b. a summarized statement of purpose and plan of study during the leave;
- c. a statement by the individual's department chair, approving the leave and explaining how the department will cover the leave;
- d. a current curriculum vitae;
- e. a request for salary subvention (if applicable);
- f. a copy of at least one application for research support from an external agency by April 30 of the year prior to the requested leave (required if you are requesting salary subvention);
- g. 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 application must be submitted whether or not external funding has been secured to support the proposed leave.

## Sabbatical Leaves

Sabbatical leaves are opportunities for faculty members on continuing appointments (i.e., members of the voting faculty, as established in the list included in this handbook) to further their development as teacher-scholars, benefiting both themselves and the College. Faculty members, while teaching full-time, accrue teaching credit in accounts maintained in the Dean of the College Office; these credits are subtracted from the accrual account when faculty members use sabbatical leave. Therefore, faculty members are encouraged to take sabbatical leaves on a regular basis. Faculty members 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 the number 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 for a leave for research or other scholarly activity on one of the following plans:

- (a) One Semester with Subvention, that is, one semester on full salary;
- (b) One Semester without Subvention, that is, one semester on half salary.

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

- (a) one year (two semesters) without subvention on half salary;
- (b) one year (two semesters) with subvention on full salary;

A full year of sabbatical leave with or without subvention will reduce the accrual account by 12 semesters of teaching credit. One semester of leave will reduce the accrual by 6 semesters of teaching credits.

The College uses its restricted and unrestricted funds to provide the sabbatical salary subventions. Applications for a sabbatical salary subvention must be made in October at the same time as the request for sabbatical leave. The Dean's Office will notify the faculty each year of the deadline. **To be eligible for a subvention, the faculty member must during the application year apply for grant support from at least one funding source external to the Claremont Colleges, unless they already have an external grant award that will remain active through the period of their proposed sabbatical leave.** The Office of Foundation and Corporate Relations and the Office of Sponsored Research can assist with identifying external funding sources and preparing grant proposals. During sabbatical leaves, faculty remain eligible for research and travel support from the Research Committee.

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.

### 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 funding source 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 their 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 (medical, family, or disability leave) is described in Chapter II, Section E, of this handbook.

### Fellowship Leaves

Providing the application is received by the October leave 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. The application should be for a leave without pay if the fellowship will pay the faculty member's salary. Because the stipends of some fellowships may be less than current faculty salaries, a faculty member who receives a prestigious fellowship may make a special request to the Dean of the College for an additional salary subvention award. Such requests should be made to the Dean as early as possible and are not part of the regular leave application process. 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 to the Dean of the College 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 Pierre Englebert.

### Personal Leaves

Faculty who wish to take a leave from the College primarily for reasons not relating to their research or scholarly development should submit their applications to the Dean of the College as soon as possible. Leaves of this nature must be approved by the Dean and the President. Such leave periods do not count as semesters of teaching toward future sabbaticals. Those granted such leaves are not eligible to apply for Pomona College research or travel grants, or use department funds, 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 that qualify 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 support for research from external sources. Those applying for sabbatical salary subventions or Steele leaves are required to submit applications to at least one external funding agency. Associate Dean Pierre Englebert, Director of Sponsored Research Dean Gerstein, and Martina Ebert in the Office of Foundation Relations will periodically alert faculty members to fellowship and grant opportunities and deadlines. They are available to assist faculty with finding new funding opportunities, interpreting requirements and expectations

of funding programs, communicating with funding agency staff, developing proposal strategies, engaging potential collaborators and vendors when needed, and preparing and submitting proposals. These offices access and maintain a variety of resource materials for these purposes. In general, the Office of Foundation and Corporate Relations assists with identifying and applying to private funding sources, and the Office of Sponsored Research does the same with public funding sources.

Grants administration is supported by Ha Phan and Irma Flores in the Finance Office and Pierre Englebert and Dean Gerstein in the Dean of the College's Office. The Finance Office assists with budget preparation and financial reporting. The Dean's Office assists with grant reporting and assessment and resolving grant administration problems.

Most faculty are compensated on the basis of two semesters of teaching, research, and service (a nine-month salary basis), and it is common for funding agencies to offer summer salary support at a monthly rate equivalent to that salary basis. Consistent with National Science Foundation policy, the College generally limits grant budgets to supporting two months of summer salary. Since research, service, and teaching activities during semesters are covered by the nine-month salary, additional semester compensation through College-administered grants is generally not allowable, and "buying out" courses during a teaching semester is strongly disfavored. Exceptional circumstances may be discussed with the Associate Dean for Research and Infrastructure.

#### [Pomona College Faculty Research Grants](#)

Internal research funds are 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. Associate Dean Pierre Englebert administers College funds for the support of faculty research. Andy Schuster in the Dean of the College Office supports internal grant administration. The application deadlines are in October and February each year for research grants over \$1000; grants of less than \$1000 may be applied for at any time. See the [Internal Research Grants](#) page of the Dean of the College webpage for guidelines and application procedures.

#### [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 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 also be supported, but at a reduced level. Associate Dean Pierre Englebert administers College funds to support faculty travel to research-related conferences. Specific guidelines for applying for travel grants may be found on the [Dean of the College's webpage](#).

Applications for travel grants 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 June 1 for consideration.**

### *Student Research Assistants*

Pomona College provides opportunities for faculty to receive support for student research assistants through the Summer Undergraduate Research Program (SURP). Contact Associate Dean Pierre Englebert or Grants Administrator Andy Schuster for further information.



## 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 Department at Pomona College. The Appendix to Chapter II, Section E, contains a more detailed list of benefits available to eligible 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 TCCS (The Claremont Colleges Services).

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. Additional information may be obtained from the Risk Management Office at TCCS.

### *Medical, Family, and Disability Leaves*

The Pomona College Human Resources Department and the Workers Compensation/Disability Office of The Claremont Colleges Services (TCCS) coordinate the paperwork associated with Workers Compensation and medical/disability (e.g., absence due to work-related or non-work-related illness or injury, pregnancy, childbirth or related medical conditions), and family (FMLA, CFRA) leaves. In the event of a medical leave, a faculty member will be required to submit a medical certification in support of the leave request. Faculty on continuing appointments (i.e., members of the voting faculty, as established in the list included in this handbook) may be eligible for compensation at net 100% of salary; eligibility for this faculty benefit should be discussed with the Dean of the College, while government benefits will be explained in a meeting with Human Resources. Faculty members requiring such leaves, therefore, should meet with both the Dean of the College and HR.

**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 Department and the Dean of the College as soon as possible. The Dean's Office is responsible for educational integrity and quality and therefore must be notified of any faculty request for leave in advance of the leave.**

## *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 Department, Pendleton Building, 150 E. Eighth Street, and should be returned to the Human Resources Department 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. 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. Children who are not registered for daily care require advanced registration for holiday care or drop-in care. Employees must contact HR for an introduction to UCC ECC first.

## *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 with priority given to tenure-track faculty members. Any faculty member will have a six-year occupancy limit. Requests to rent a College-owned property should be made to the Office of the Dean of the College. The current policy is printed in Chapter IV of this handbook.

### *Faculty Home 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 for the College's contribution. Adjunct faculty, visiting faculty, and lecturers will also have a one-year waiting period for the College's contribution.

The College pays an amount equal to 10% of that part of a faculty member's salary qualifying as the FICA base and an amount equal to 12% 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 TCCS for more information about the options available).

### Phased Retirement Option

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

#### 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 12% of the 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 Department.
- *Library Privileges.* Full use of campus-wide library facilities by faculty member and eligible family members.
- *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 net 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 and a 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.
- *Relocation Reimbursement.* See the [full moving and relocation policy](#) online.

#### 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 Cigna.
- *Entertainment Discounts.* Special offers to amusement parks and other entertainment agencies at group or seasonal rates through the Card Center in the Honnold Mudd Library.
- *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.
- *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 service member (FMLA only). For more detail, please see the Benefits Policies section in Chapter IV of this handbook.
- *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 a choice of three health plans: Kaiser and Anthem/Blue Cross HMO or HSA.
- *Home Loan.* Assistance to eligible faculty members who purchase a home within the proscribed geographical area encompassing Claremont (91711), La Verne (91750), Upland (91784, 91786), North Pomona (91767), and San Dimas (91773).
- *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).

- *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, registered domestic partner, parent, grandparent, grandchild, sibling or parent-in-law 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 Department for specific information that pertains to your own situation.
- *Social Security and Medicare*. 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 the [Zipcar website for Pomona](#).

#### Benefits Paid by Employee

- *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.
- *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 \$2,500 for out-of-pocket health care per calendar year.
- *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.
- *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.

## SECTION F: SERVICES AND FACILITIES

### *Information Technology Services*

Information Technology Services (ITS) provides innovative, high-quality, and secure IT services that support the needs of Pomona College as well as any collaborative initiatives of the Claremont Colleges. These services help ensure highly engaging educational experiences, both in the classroom and online.

#### **Mission: People • Service • Technology**

Our passion for excellence inspires our service as members of the Pomona College community. We strive to be accessible, collaborative, and innovative partners in everything we do. We hold ourselves accountable to provide a supportive and empathetic approach to solutions, technical and beyond.

#### *Services*

ITS is located in the Cowart Information Technology Building at 156 East 7th Street. Our broad range of services support the needs of faculty in the delivery of highly engaging educational experiences. These services are paired with Service Desk support and one-on-one consultations. A complete list of resources available can be found on the [ITS website](#), with a summary of faculty services below:

#### *Instructional Technology*

The Research and Instructional Technology Group (RITG) works with faculty, instructional staff, and students on the effective and innovative uses of technology for teaching, learning, and research. Dedicated staff provides expertise and support in a wide range of areas, including instructional technology, research computing, high-performance computing, digital media, course design, and pedagogical practices. For more information, please visit the [RITG website](#).

#### *Research Computing*

ITS provides access to a Research Computing Infrastructure (RCI), which includes wide-ranging fields. These fields include large-scale cyberinfrastructures, such as [High Performance Computing \(HPC\)](#) and cloud computing to smaller infrastructure like stand-alone computation systems, virtual/augmented reality, microprocessors, and drones. In addition, training and support on the various technologies used in Research Computing are offered through regular Technology Workshops hosted by the Research and Instructional Technology Group.



## Facilities

ITS recognizes that technology should be available in many forms and in many places to meet the campus community's needs. This means having technology-enhanced classrooms, two computer classrooms, and a [24-hour ITS lab](#), and offering technology in [conference facilities](#), [residence halls](#), and [departmental labs](#).

[Technology-enhanced classrooms](#) are located throughout the campus in academic buildings, administrative buildings, and several residence halls. These classrooms have projectors, computers, laptop connections, and a variety of audio/visual equipment.

In addition to the technology-enhanced classrooms, two computer classrooms are available to faculty for computing-intensive courses and courses that require occasional access to instructional software or the Internet. These classrooms may be reserved by contacting the ITS Service Desk. The classrooms are located in the Cowart Information Technology Building and the Hahn Social Science Resource Center. The Cowart Information Technology Building classroom has 30 dual-boot Apple computers, while the Hahn Building offers 24 Windows desktop computers.

## Media & Classroom Services

[Media and Classroom Services](#) provides technology support for all classrooms and most college-sponsored academic functions. Equipment available to faculty includes conference speakerphones, sound systems, microphones, document cameras, digital projectors, and laptops.

## Network

The campus network, which is wired and wireless, extends to all buildings and select outside locations. Pomona's connection to the Internet is through a high-bandwidth shared link managed by the consortium and provides access to both Internet 1 and the research-oriented Internet 2.

## Email & Software

Pomona College provides email accounts for faculty and 7-College faculty who teach courses at Pomona through Microsoft Office 365. Each account comes with the Microsoft Office Online applications, as well as the ability to install Microsoft Office (Word, Excel, PowerPoint, Outlook) locally on up to five computers.

## Cloud Storage

ITS provides easy-to-use unlimited cloud storage through Box. With Box, faculty can securely create or upload any file type from your device, share them using a direct link, invite others to collaborate, and revise and review your files from anywhere.



## Hardware & Equipment

The ITS Equipment Loaner Pool is available to Pomona College faculty, staff, and students for short-term technology loans. These loans are intended to support the academic and business needs of the College, with academic needs taking precedence when there are competing requests for the same equipment. The Loaner Pool currently includes Apple and Windows notebooks, data projectors, screens, video and DSLR cameras, tripods, a small P.A. system, and Apple power and video adapters.

## Portal

The [campus portal](#) is available to faculty to check class lists, access advisee information, and submit grades.

## Security

ITS provides a range of information security services for the Pomona College community to protect and safeguard Pomona College's digital assets. These services include but are not limited to anti-spyware and antivirus software, multi-factor authentication, email security measures, and online security.

## Technology Accommodations

Special technology accommodations are available to support all members of our community. Some examples of Assistive Technology accommodations include hearing assist systems, screen readers, wireless keyboards, computer/monitor mounting systems, language interpreters and equipment, and remote webinar services.

## Support

Technology problems and questions may be logged with the ITS Service Desk by calling ext. 18061 or 909-621-8061, by sending an email message to [servicedesk@pomona.edu](mailto:servicedesk@pomona.edu) or logging a [Service Desk Request](#). The ITS Service Desk is staffed full-time during the regular semesters from Monday through Friday, 8:00 a.m. to 5:00 p.m., with additional hours (including some weekends) being dependent on student staff schedules.

## Operating System Support

ITS supports both Windows and Apple platforms as well as Linux in select locations.

## Technical Support

ITS provides technical support for College-owned hardware and software allocated to faculty and staff. ITS can also provide software support and troubleshooting for student personal computers.

## Training in Technology

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](#) to request a session.

## *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.

## *Outdoor Education Center (OEC)*

Faculty members may use the College's OEC at no cost. The OEC can lend outdoor equipment including camping gear, water sports equipment, guide books, and maps to current staff/faculty with an ID. These services are also available for faculty field trips for which the OEC offers support in organizing retreats for student organizations and staff/faculty department retreats.

## *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 Pendleton Business Building 150 E. Eighth 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 and/or when you change vehicles. Parking tickets are the responsibility of the employee.

## *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 annually 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. This program is coordinated between the Human Resources Department and TCCS Risk Management.

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 Department*

The Human Resources Department, located in the Pendleton Building, 150 E. Eighth Street, 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 sex, gender identity and expression, pregnancy, religion, creed, color, race, national or ethnic origin, ancestry, sexual orientation, medical condition, physical or mental disability, age, marital status, veteran status, family care leave status, genetic characteristics and information or otherwise prohibited by state or federal law.

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

### *Pomona College Finance Office*

Most of Pomona College's business affairs are handled at the Pomona College Finance Office, located in the Pendleton Building. Some business services, including benefits and risk insurance, are provided for the College at TCCS.

### *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 Outdoor Education Center. 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 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*

Academic advising is among the criteria established in this handbook for assessing teaching in the reappointment, promotion, and tenure process. Faculty at the College are responsible for serving as liberal arts advisors for first- and second-year students, as liberal arts or major advisors for transfer students, and as major advisors for students who have selected majors.

The Dean of the College's office provides annual training for liberal arts advisors prior to fall registration for incoming students; new advisor training during the spring semester of each academic year; and periodic training on special topics throughout the academic year. Advisor resources are available on the Academic Advising Resources Hub, accessible through the College's Academic Advising webpage.

The Dean of the College appoints eligible faculty members as liberal arts advisors to incoming first-year students. Eligible faculty members include most tenure-track faculty in at least their second year at the College and other faculty on a multi-year non-coterminous appointment. Transfer students are assigned an advisor in their desired major or area of academic interest. Returning students may choose their own advisors.

The College expects eligible advisors to be available to assist incoming first-year students during their orientation in the week prior to the start of the fall term. Advisors of continuing students are expected to meet with advisees to discuss progress in general education and major requirements. The Registrar notifies advisors of the status of continuing students' progress before pre-registration each semester, including low- grade notices, and provides advisors access to advisees' academic records via the [College portal](#).

Faculty members planning to take a leave from the College are expected to notify their advisees and assist in the process of reassigning their advisees to other advisors. The Registrar will provide advisees with a form on which to declare an interim advisor. Department chairs and program coordinators are expected to advise students who neglect or decline to arrange for interim advisors. The chair may appropriately distribute the advisees in question among members of the department and inform the advisees of the new arrangements. Anyone serving as an interim advisor is given access to the student's academic record on the College portal. The Registrar notifies regular and interim advisors, as well as department chairs and program coordinators, of the student's selection of or assignment to an interim advisor. The intention is that no student should be without an explicitly identified advisor and that all faculty associated with interim advising are aware of their role. Students' permanent advisors should notify the interim advisors of any relevant agreements or issues.

When advisees experience academic difficulties, mental health issues, or other adverse personal circumstances, advisors are strongly encouraged to notify the appropriate class dean. The class dean works with students, staff, and faculty to support the student and make appropriate referrals, including to Monsour Counseling and Psychological Services (MCAPS), academic support resources, or residential life guidance. MCAPS issues a booklet titled *Guidelines for Faculty and Staff at The Claremont Colleges: Helping and Referring the Distressed Student*. This resource can guide advisors in identifying students who are facing significant wellness challenges. Advisors may also contact the Dean of Students Office for an electronic copy of the class dean student wellness resources guide, and a copy will be available to all advisors via the Academic Advising Resources Hub, accessible through the College's Academic Advising webpage. Students needing academic accommodations may be referred to the Director of Accessibility Resources and Services, who provides oversight for the College's accessibility services and support. Please also refer to the *Statement on College Facilities, Resources, and Services for Students with Disabilities* in Chapter IV of this Handbook.

### *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 Registrar maintains a form for this purpose on the [Student Forms page via the Pomona Portal](#). A copy of the Letter of Recommendation request form should be sent with your recommendation so that the 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 in their personal files. It should be noted, however, that there are no regulations that require institutions to maintain the letters of recommendation themselves; it is up to each writer of such letters to decide whether to keep them or not.

Letter of recommendation requests and waiver forms are typically provided by the intended recipient of the letter, but their formats may make it inconvenient for you to keep them in your records. The Registrar will save waiver letters for faculty who request such assistance.

For further information on the College policy regarding student records, contact the Office of Student Affairs or the Registrar's Office, as appropriate.

### *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.

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.

## SECTION B: ACADEMIC REGULATIONS

Faculty members are expected to know and to abide by the faculty academic regulations in the [online Pomona College Catalog](#). 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 reviewed and 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 students' petitions for exceptions depends upon the existence of especially compelling circumstances and should not be viewed as routine.

## *Some Important Rules and Regulations*

### *Add/Drop/Credit/No Credit Grading Option*

- The College allows students to 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.
- The drop deadline is near the midpoint of the semester and is announced on the College calendar in the Pomona College Catalog. Drops do not require the instructor's approval. Students who wish to drop a course after the drop deadline must make a petition to the Academic Procedures Committee and present the petition to the advisor and the instructor for corroboration and comments for the committee's review; students can also withdraw from a course (see "Withdrawal from a Course" below).
- The deadline for students to declare the Credit/No Credit (CR/NC) grading option is the Friday of the 12<sup>th</sup> week of the semester, as announced in the College calendar. The Credit/No Credit deadline may be postponed to accommodate the Thanksgiving holiday closure, if needed. Faculty may declare certain courses to be ineligible for Credit/No Credit grading. Faculty are urged to provide graded evaluation to students before the drop and Credit/No Credit 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 courses students have taken in the subject area(s) of any prerequisites that might exist for the course. Faculty may request that the Registrar disenroll students who have not taken the prerequisites for their courses, but it is usually best to discuss the matter with students first to determine if equivalent preparation qualifies them to take the course.

### *Low Grade Notices*

Instructors are asked to submit academic advisory Low Grade Notices via My.Pomona for students whose work is unsatisfactory by the midpoint of the semester. Low Grade Notices can be viewed as an early alert system and can be submitted at any time during the semester. Low grade reports are for any situation when a student's attendance, participation, or performance is problematic. 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 those deadlines may not extend beyond the official final exam time for the course, regardless of whether a final exam is required or administered. Grade changes based on late work are not allowed.

### Incomplete Grades

The grade “I,” Incomplete, is given automatically for one reason only: illness, verified by the Dean of Students, 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. When a petition for an “I” grade is granted for a course, the instructor must supply a default grade to be applied if the work is not completed by the designated deadline.

### Auditing

A “community auditor” (an enrolled student, alumni, faculty, or staff of The Claremont Colleges) may audit Pomona College courses with the consent of the instructor and are not charged a fee. Persons outside of the community may also audit Pomona College courses, provided they obtain the permission of the instructor and the registrar (and in some cases, the department chair), and pay the regular auditor’s fee (\$100). Courses which are participation-intensive (such as art, writing, theatre, language, and physical education), or in high demand, do not allow auditors. The College reserves the right to rescind permission to audit at any time. Audit registration opens the first day of the semester and closes on the deadline to add courses. Students who are ineligible to re-enroll or are on leave of absence, or who are otherwise separated from the College prior to graduation, may not audit courses. First-year students may not audit classes.

Audited courses do not qualify for academic credit and may not apply toward academic degree requirements. Audited courses do not count toward load for financial aid eligibility or to attain full-time status. Audited courses may not qualify as pre-requisites for more advanced courses without the approval of the department chair and the instructor of the course to be audited. Unless a course is explicitly labeled as repeatable for credit in the course catalog, auditors may not subsequently enroll in the same course or challenge the course by exam for academic credit. While students who choose to audit a course may drop or withdraw from courses by published deadlines, they may only convert an audit to a credit-bearing option by the add deadline and with the approval of the instructor. Similarly, students enrolled in courses for academic credit may only convert a course enrollment to an audit by the add deadline.

Instructors determine the requirements for auditors in their classes. The instructor assigns a grade: the grade of “AU” indicates that a student has successfully completed the audit, based on the faculty members expectations for attendance and participation; a grade of “AX” encompasses all other situations. A future instructor of the course and a department chair may use an “AU” or

“AX” designation to determine whether the course may be audited again. The grade AU and grade AX appear on unofficial and official transcripts.

Faculty, including visiting scholars, are not expected to register as auditors, but may do so to have access to certain course resources. Occasional visitors invited by the instructor, such as guest lecturers and admitted students, are not required to register as auditors.

Degree-seeking Pomona College students may audit courses at the other Claremont Colleges, with the permission of the host college and instructor of the course. Pomona College limitations, registration deadlines, and grading policies apply; permission to remain registered in an audited class at the other Claremont Colleges remains at the discretion of the host college and the instructor of the course. For students from the other Claremont Colleges, the home campus audit policy applies.

### 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 in the Pomona College Catalog. A faculty member may not change a grade after it has been recorded and grades have been released to students, except in cases of clearly documented clerical error, and then only with the approval of the Associate Dean of the College responsible for Curriculum. Grade change requests based on late work or on re-evaluated work will not be accepted.

### Grade Standards

Grades at Pomona College 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 growth and improvement during the course. Passing letter grades range from A through D-minus; F signifies a failing grade. Grades A through D may be modified with + or – to reflect finer distinctions. The A grade may be modified only with –; there is no grade of A+.

The College defines grades as follows:

A	Exemplary
B	Accomplished
C	Adequate
D	Deficient
F	Unacceptable

Grades for students who have elected the Credit/No Credit (CR/NC) grading option, when permitted, are:

CR Credit, work equivalent to C or higher
NC No Credit, work equivalent to C- or lower

Grades for students in courses that do not offer letter grades use the Pass/No Pass (P/NP) grades. Courses graded on the CR/NC and P/NP systems are not entered into the grade point average calculation.

### Disputed Grades

In 2014, the faculty approved a procedure to handle cases of serious dispute between an instructor and a student over a grade, when a student has substantial grounds for believing that a particular grade was assigned in a manner that was arbitrary or unjust, or that crucial evidence was not taken into account. This is apart from questions of the quality of the work, which is subject to the judgment of the instructor. In such cases, if the instructor agrees, s/he may present a request to the Academic Procedures Committee to change the grade, explaining the situation. If the instructor does not agree, the student may petition for resolution of the disputed grade. For details, see Chapter IV, “Policy on Disputed Grades.”

### Withdrawal from a Course

Students may voluntarily withdraw from a course (with advisor acknowledgment) up until the withdrawal deadline listed in the official College Calendar. 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. The student will receive a grade of “W” in the course. Students wishing to withdraw after the deadline must make a petition to the Academic Procedures Committee, presenting the petition to the advisor and the instructor for corroboration and comments for the committee’s review.

### Final Examinations

Instructors may choose whether 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 College calendar in the online Pomona College Catalog. 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*

### 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 permitted advanced standing credits, credits transferred on entrance from another college (online courses are generally not transferable, but students can petition the APC), approved summer school work at other colleges, or independent study supervised by Claremont Colleges faculty. 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 course credits) 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.

### Critical Inquiry Seminar (ID1)

The Critical Inquiry Seminar must be taken by all first-year students. Students who do not pass the Critical Inquiry Seminar with at least a C-minus grade are automatically put on probation for the second semester of the first year. Students who fail the seminar are not required to retake it.

### General Education

The College revised its General Education Requirements on May 14, 2015, for matriculating students starting in fall 2016. Students admitted prior to fall 2016 follow the requirements in effect when they matriculated; for 2015-16, those requirements can be found in the archived 2015-16 [Pomona College Catalog](#).

Pomona College awards the Bachelor of Arts degree to students who complete the following requirements.

- The Critical Inquiry Seminar for first-year students (ID 001 PO) taken in the first semester. (The seminar is not required of transfer students and enrollment in it is restricted to students admitted as first-year students.)

- The Breadth of Study Requirements. The Breadth Area that a course fulfills is determined by the department that offers it, except as noted below.
- The Language Requirement
- The Physical Education Requirement
- The Writing Intensive Requirement
- The Speaking Intensive Requirement
- The Analyzing Difference Requirement

### Breadth of Study Requirements

The Breadth of Study Requirements provide a window into the vast extent and variety of our accumulated experience and knowledge in the liberal arts. Students are required to complete a minimum of one course in each of six areas, choosing any course offered in the departments/disciplines listed under each area, unless specifically exempted.

Students must complete Breadth of Study Requirements with courses taken at The Claremont Colleges. 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 only be fulfilled by courses taken in residence at The Claremont Colleges.)

No two Breadth Areas can be fulfilled with courses from the same department or program. Much of the Pomona curriculum is interdisciplinary; it is understood that students may be exposed to more than one curricular area in a single course, but the Breadth Area that a course fulfills is determined entirely by the department that offers it, with only the explicit exceptions as noted below. The Critical Inquiry Seminar, senior exercises, independent studies, and lower-division foreign language courses do not satisfy any area requirement. Partial-credit courses are ineligible, except for Area 6 as noted below and in the relevant department chapters of the Pomona College Catalog.

Students are encouraged to fulfill all the Breadth of Study Requirements within the first two years.

#### *Area 1: Criticism, Analysis, and Contextual Study of Works of the Human Imagination*

Art History

Classics

Dance (criticism, history, and movement analysis)

Literatures (in English or English translation, or at the upper-division level in a language other than English, or in Classics)

Media Studies (theory and history courses)

Music (theory, history, appreciation, ethnomusicology courses)

Theatre (history and criticism)

*Area 2: Social Institutions and Human Behavior*

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

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

*Area 3: History, Values, Ethics and Cultural Studies*

Africana Studies (courses beginning AFRI)  
American Studies (courses beginning AMST)  
Asian American Studies (courses beginning ASAM)  
Asian Studies (courses beginning ASIA)  
Chicano/a – Latino/a Studies (courses beginning CHST)  
Gender and Women's Studies (courses beginning GWS or GFS)  
History  
Latin American Studies (courses beginning LAST)  
Philosophy (except PHIL 060 PO)  
Religious Studies

*Area 4: Physical and Biological Sciences*

Astronomy  
Biology  
Chemistry  
Geology (except GEOL 112 PO)  
Molecular Biology  
Neuroscience  
Physics

GEOL 112 does not satisfy any area requirement and has, as prerequisite, the completion of an Area 4 course.

*Area 5: Mathematical and Formal Reasoning*

Mathematics and Statistics  
Computer Science  
Formal Logic (PHIL 060 PO)  
Statistics (includes statistics courses offered by any department)

### *Area 6: Creation and Performance of Works of Art and Literature*

#### Art

Creative writing in English and other languages

Dance (performance courses)

Media Studies (production courses)

Music (performance, composition courses)

Theatre (performance courses)

Courses in other departments/programs as appropriate

Area 6 can be fulfilled by combinations of cumulative and half-courses as noted in the department chapters of the Pomona College Catalog.

### The Language Requirement

The requirement for a language other than English is satisfied in one of the following eight ways:

1. by passing the third semester higher of a language or literature course at Pomona College (or an approved equivalent course at another eligible institution) in a language other than English. If a literature course is selected, it may not be in translation;
2. by earning a score of 4 or 5 on an Advanced Placement examination in a language other than English;
3. for languages other than English and Chinese, by earning a score of 6 or 7 on an International Baccalaureate (IB) Language B Higher Level or Language A (Standard Level or Higher Level) exam;
4. by earning a score of 650 or higher on the College Board SAT-II Subject test in a language other than English (Listening Tests are not eligible). Exams which significantly test in Romanized writing (in addition to native orthography) do not satisfy the requirement (Chinese, Japanese and Korean exams);
5. by earning a grade of at least B on an A-level or equivalent exam in a language other than English, Chinese, or Japanese;
6. by presentation of a foreign school diploma verifying a language other than English as a primary language of instruction, through the eighth grade, or any year above the eighth grade;
7. in the case of Chinese and Japanese, by achieving a grade of C- or higher on the final exam for the third-semester course, administered by the Pomona Department of Asian Languages & Literatures; in the case of Korean, by passing a proficiency examination administered by the CMC Korean faculty;
8. for languages not offered at the Claremont Colleges, by the successful completion of a Foreign Language Resource Center-approved proficiency exam that is offered by a faculty member or instructor teaching that language at another accredited college or university; that tests reading, writing, and speaking literacies; and that verifies the student's preparedness to enter the fourth semester of college-level language instruction.

### The Physical Education Requirement

The requirement for physical education is satisfied by passing two physical education activity courses in different semesters. (Students admitted as transfer students may satisfy this requirement



by passing one physical education activity course.) Students are expected to pass one physical education activity course during their first year (except transfer students). In keeping with the high value the College places on health and wellness, students are encouraged to enroll in physical activities throughout their four years. Students may apply up to eight physical activity and/or other cumulative courses totaling no more than two courses total from all cumulative courses taken to the 32 courses required for graduation.

### “Overlay Requirements”

Overlay requirements (the Writing Intensive, Speaking Intensive, and Analyzing Difference requirements) are requirements that may be completed with courses that usually also satisfy a Breadth of Study area. As with Breadth of Study, overlay requirements can only be completed with courses taken at The Claremont Colleges; credit is not awarded for Study Abroad, transfer, or other external program coursework. Lower-division language courses cannot be used to satisfy any of these requirements. Students admitted as transfer students may be awarded Writing Intensive, Speaking Intensive, and Analyzing Difference requirements credit for work completed outside The Claremont Colleges prior to matriculation, but once students matriculate these requirements can only be fulfilled by courses taken at The Claremont Colleges.

### The Writing Intensive Requirement

Students must complete at least one writing-intensive course after the completion of the Critical Inquiry seminar for first-year students (ID 001 PO) and are expected to do so before the 7th semester. Courses with this designation support growth and evolution in student writing by making written communication an acknowledged part of the course project. The writing assignments can take many forms, but all courses with the designation will do the following: 1) allow students to practice their writing, sometimes with relatively low stakes; 2) provide feedback on writing assignments and create opportunities for students to work with that feedback (in draft revisions or in subsequent writing assignments); and 3) help students to recognize and consolidate their learning about writing (for example: in a conversation in office hours; in thoughtful engagement with faculty feedback; in a cover letter for an assignment; in an ungraded final reflection on the writing in the course; etc.). Writing Intensive courses will be certified and supported by the Critical Thinking Committee. The Committee accepts proposals for courses conducted in all languages. A course fulfilling the Writing Intensive Requirement may also fulfill the Speaking Intensive Requirement, but the same course cannot be used to fill both requirements by a single student. Writing Intensive Courses may also be used to fulfill a Breadth of Study Area requirement and the Analyzing Difference Requirement.

### The Speaking Intensive Requirement

Students must complete at least one speaking-intensive course. Speaking Intensive courses require that twenty percent or more of a student’s final grade be from graded oral communication, with at least three instances of individual feedback over the semester (in the case of a half-credit course, forty percent or more of the student’s final grade must be from oral communication). Examples of oral communication can include, but are not limited to, debates, formal presentations, dramatic presentations, leadership of discussions, oral critiques, and participation in class or laboratory discussions. The Critical Thinking Committee certifies Speaking Intensive courses. A course fulfilling a student’s Speaking Intensive requirement may also be used to fulfill a Breadth of Study Area requirement. A single course may be designated as both Writing Intensive and Speaking



Intensive, but a student may not use the same course to fulfill both the Writing Intensive and the Speaking Intensive requirements.

### *The Analyzing Difference Requirement*

Students must pass at least one Analyzing Difference course to graduate. Analyzing Difference courses are primarily focused on a sustained analysis of the causes and effects of structured inequality and discrimination, and their relation to U.S. society. Such courses will make use of analyses that emphasize intersecting categories of difference. Examples include, but are not limited to: race, ethnicity, gender, sexuality, citizenship, linguistic heritage, class, religion, and physical ability. A course fulfilling the Analyzing Difference requirement may also be used to fulfill a Breadth of Study Area requirement and/or a Writing Intensive or Speaking Intensive requirement. The Critical Thinking Committee certifies approved courses.

### *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 declare a choice of major by the end of pre-enrollment in the spring semester 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.

Students may 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 for the proposed major, provided they will not be on leave for more than one semester of the student's junior and senior years. The chair of the student's Special Major Committee must be present for the student's last 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.

Members of the student's Special Major Committee consider the integrity, viability and rigor of the proposed curriculum, which requires approval by the Curriculum Committee. The chair of the student's committee is sometimes 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 until at least one course has been taken in each of the six breadth areas before the petition is made. Third majors are not allowed.

## *Minimum Grade Point Average*

To be eligible to graduate, a student must have at least a 2.0 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 registration changes and Pass/No Pass grading election after deadlines, incomplete grades, and final examination time changes. In 2014, the faculty added adjudication of grade disputes to the committee's responsibilities (see Chapter IV for details).

All petitions (except grade dispute petitions, which are handled as described in Chapter IV) 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 (for grade dispute petitions, see Chapter IV):

1. It is the student's responsibility to present the case fully.
2. The petition must be reviewed and electronically 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 personal and 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 Pass/No Pass 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 accessed [via the Pomona College portal](#) and are submitted electronically with the designated approvals 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; i.e., they should continue going to class and turning in work. It is incumbent on faculty to emphasize this to students whose petitions they are asked to comment on. Faculty need to make clear that their approval does not imply that the APC petition will be approved.**

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 in to 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.

### 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.

### 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 Pass (P/NP) 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.

### 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 appropriate department chair and the 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.

### 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)

### *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.

### *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 of 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 or 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 in November 2014)

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 Associate Dean of the College responsible for Curriculum; or
2. By the procedures described below, when a student has substantial grounds for believing that a particular grade was assigned in a manner that was arbitrary or unjust, or that crucial evidence was not taken into account. This is apart from questions of the quality of the work, which is subject to the judgment of the instructor.

The student should first discuss the matter with the instructor. If the outcome of that discussion is satisfactory, and the instructor proposes a changed grade based on the criteria laid out in (2) above, then the instructor should submit a petition to the Academic Procedures Committee (APC) based on that discussion and request the change in grade. If the outcome of that discussion is not satisfactory, the student can submit a petition to the APC to hear a grade dispute based on the criteria laid out in (2) above. On the basis of this petition, the APC makes an initial determination to hear the case. If the APC decides to hear a grade dispute, the case is brought to the full committee of the APC, which will serve as the hearing panel for the case, unless the student petitioner had requested that student APC members not review the petition, and in that case, there will be no students on the hearing panel. The decision of the APC hearing panel on the disputed grade shall be final.

A grade dispute petition must be submitted by 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 APC may arrange to postpone the process. Examples of such circumstances would be the temporary absence of either the faculty member or the student from Claremont, or illness which makes it impossible for one of the participants to be present.

### *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 at the Colleges 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.

### *Procedures for APC Grade Dispute Hearings*

1. Once the APC has decided to hear a grade dispute petition, the Chair of the APC will solicit from the student and instructor any additional evidence for the APC to consider beyond the petition and petition materials.
2. 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 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 grade dispute
  - Physical and/or electronic evidence associated with the grade dispute (exams, papers, lab reports, etc.)
  - Witness statements that are directly relevant to the grade dispute
  - Circumstances or attitudes that are directly relevant to the grade dispute
3. A hearing panel on the grade dispute shall be convened as soon as possible after a grade dispute petition has been accepted, normally within 60 days.
4. The APC chair shall notify the Dean of the College of the grade dispute hearing.
5. Both the student and the instructor have the right to be present for the hearing.
6. Both the student and the instructor have the right to have an advisor present in the hearing.
7. The full APC will constitute the hearing panel for grade disputes, unless the student had requested that only faculty members of the APC review the grade dispute petition. In that case, students would not sit on the hearing panel for the grade dispute.
8. The faculty Chair of the APC will serve as Chair of the hearing panel, and will vote only in the event of a tie.
9. The APC Chair shall convene the hearing, notify the committee members, student, and instructor 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 APC to serve as the hearing panel Chair.
10. 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.
11. All information upon which the determination of the grade dispute is to be based shall be introduced into evidence in the presence of the student and instructor at the hearing.
12. 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 criteria in the grade dispute policy which have to be met in order for the panel to determine the grade dispute
  - Indicate the order in which evidence and testimony will be presented

- Indicate that all decisions must be based solely on information presented at the hearing
  - Indicate that the decision of the APC hearing panel is final
13. 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.
  14. Any advisor to the student or instructor is prohibited from addressing the hearing panel and may speak only to the student or instructor.
  15. As the hearing begins, the Chair will call on the student bringing the grade dispute to make a statement and present evidence regarding the substantial grounds for believing that a particular grade was assigned in a manner that was arbitrary or unjust, or that crucial evidence was not taken into account (apart from questions of the quality of the work, which is subject to the judgment of the instructor).
  16. The instructor shall then have the opportunity to make an opening statement and address questions to the student bringing the dispute.
  17. Panel members, the panel Chair, the instructor, and the student are entitled to question the instructor, the student, and any witnesses.
  18. Witnesses shall appear one at a time in an order determined by the Chair.
  19. The student and instructor shall each have the opportunity to make a final statement in the hearing.
  20. 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.
  21. The student or instructor may ask the Chair for a recess at any time during the hearing in order for their advisors to ask a question of the Chair or consult with their advisors.
  22. After the hearing has been concluded, the APC shall go into closed deliberations to determine the grade dispute.
  23. If the grade dispute is determined to have merit, the hearing panel can determine a new grade for the student. The Chair shall inform the student and instructor of the results of the hearing. The Chair shall prepare a written opinion for the Vice President and Dean of the College and the Vice President and Dean of Students which summarizes the findings of the panel and the new grade assigned, if any, and explains the reasons for the decision. The Registrar will issue an official notification of the grade change to the student and instructor.

## POMONA COLLEGE POLICY ON CLOSED COURSES

(as adopted by the Faculty, May 1998)

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.



# POLICY ON VIDEO OR AUDIO RECORDINGS OF CLASSROOM DISCUSSIONS AND LECTURES

(as adopted by the Faculty, May 2013)

In order to guarantee the academic values and the integrity of the learning experience at Pomona College, and to foster a learning environment of respect, cooperation and freedom, students may not make audio or video recordings of classroom discussions, lectures or seminars without the express authorization of the instructor. This policy adheres to the longstanding tradition that faculty own the copyright from their scholarly, pedagogical and creative activities (see the Copyright Policies and Guidelines). An exception to this policy is when a student has a reasonable need for accommodation due to a disability.

Students with disabilities, who need to make audio or video recordings of a course, should make their request to the Associate Dean of Students/Disability Coordinator in the office of the Dean of Students. The Disability Coordinator will review the request, and if approved, notify the faculty member that the student is authorized to make audio or video recordings of the class. For more information see the College's Disability Accommodations Policy.

Otherwise, students who are enrolled in a course and who wish to record audio or video of that course should obtain express authorization from the instructor. Authorization can be granted either orally or in writing, and should be requested before any recording takes place.

If a student is granted approval to record a lecture or a discussion, then the following guidelines apply:

- The recording is for the student's personal use.
- A designated note-taker or agent of a student may make the recording for the authorized student.
- The instructor must inform all students in the course that he/she has granted recording permission.

Below are three recommended paragraphs for syllabi language addressing the College's recording policy.

*Suggested language when recording is allowed by the instructor without previous consent:*

Pomona College prohibits video or voice recording of any lecture or discussion, except in cases that the office of the Dean of Students has granted a student permission according to the College's Disability Accommodations Policy, or when permission is granted by the instructor. I choose to give permission in this course to be recorded by students. These recordings are for any reasonable use that arises from participation in this course. These recordings cannot be distributed, transmitted or published in any media or form, nor be used for any commercial purposes.

*Suggested language when recording is not allowed by the instructor without previous consent:*

Pomona College prohibits video or voice recording of any lecture or discussion, except in cases that the office of the Dean of Students has granted a student permission according to the College's Disability Accommodations Policy. A student who for any reason needs to make a video or audio

recording on either a temporary or a permanent basis should ask the instructor for permission before recording any part of the lecture or discussion. If a student is granted permission to record part of this course, these recordings cannot be distributed in any media for form, nor be used for any commercial purposes.

*Suggested language of video or audio recording written permission:*

I, NAME OF THE PROFESSOR, give permission to NAME OF THE STUDENT to make a VIDEO/AUDIO recording of my course NAME OF COURSE, SECTION NUMBER on DATES WHEN RECORDING IS ALLOWED. This recording can only be used for personal use and for reasons associated with participation in this course. This recording cannot be used for any commercial purposes. Any sharing, publication or transmission of this recording is prohibited.

## 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) provides certain rights to eligible students regarding their education records. An eligible student is an individual for whom Pomona College maintains education records, and who is or has been enrolled in and attended Pomona College. Eligible students' rights under FERPA are (1) the right to inspect and review their education records (with certain exceptions), (2) the right to seek to amend (except grades) of their education records, (3) the right to exercise certain control over disclosure of information contained in their education records, and (4) the right to file a complaint for alleged violations of their FERPA rights.

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; as well as a notification on the student Portal on the first day of the semester. 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 ("personally identifiable") 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 is permitted to 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 Registrar. However, directory information required for classroom participation need not be withheld from faculty and students connected with a particular course.

Unless allowed by FERPA, information that is not directory information requires the prior written consent, of the student prior to release. Prior written consent is required for disclosures to all non-College entities, including parents. Information may be shared among education officials 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, access, or utilize specific information in the exercise or completion of their administrative, supervisory,

academic, research, or other administrative responsibilities on behalf of the College. Education officials may be employed by the institution; serve on a governing body of the institution (i.e., trustee); students serving on official committees or hired as a student worker in administrative offices; contracted to perform certain tasks or functions on behalf of the college (designated representatives of The Claremont Colleges).

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 of student's attendance at the College. 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.
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. 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)

### *Amendment of Education Records*

Students have a right to seek to amend their education records that they believe are inaccurate, misleading, or in violation of privacy. 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 record-keeper(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; amended July 1, 2021 with updated resources list and changes to language in accordance with policies)

## **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 reasonable 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 Accessibility Resources and Services in the Division of Student Affairs, which serves to coordinate disability services, to discuss any reasonable accommodation or adjustment that may be required. Each case is managed 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. consultation for faculty and staff

**ALSO SEE “POLICY ON VIDEO OR AUDIO RECORDINGS OF CLASSROOM DISCUSSIONS AND LECTURES” IN THIS HANDBOOK.**

## 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 (1-800-234-5465). 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 Department.

# ALCOHOL AND DRUG 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.

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.

## *Alcohol Policy*

The alcohol policy was written by the Student Affairs Committee on which students, faculty, and administrators serve together. The Student Affairs Committee has final authority over the regulations that govern student life at Pomona College. Pomona College complies with and enforces all federal, state, and local laws governing alcohol consumption and distribution.

- Pomona College's policies on alcohol coincide with federal and state laws. Students under 21 may not legally purchase, possess, or consume alcohol. Students are not exempt from local, state, and federal law while on the Pomona College campus.
- The federal government, through the Drug Free Schools and Communities Act, requires that colleges enforce state and local laws concerning drugs and alcohol in order to remain eligible for federal funds including federal student financial aid.
- California has a strict host liability law. If a student sells or serves alcohol, they can be held responsible in a court of law for the conduct of any individual who is served if that person subsequently injures themselves, becomes ill, dies, or injures a third party. This is especially true when the person service is a minor or is already intoxicated.
- The City of Claremont prohibits public intoxication, open containers of alcohol in vehicles, possession and use of cannabis, and consuming alcohol in public parks.
- In addition to enforcing state and federal laws, Pomona has also developed policies that attempt to reduce individual and community harm and allow students to be educated about alcohol use when mistakes are made.

## *Amnesty Policy*

The Amnesty Policy is a provision that emphasizes health and safety issues take precedence over conduct. Students are encouraged to put their health and safety or the health and safety of others above all other concerns. The College encourages reporting of health and safety emergencies and seeks to remove any barriers to reporting by providing limited amnesty for individuals who report

such emergencies. This offer of amnesty refers to isolated incidents only and does not excuse or protect those who flagrantly and/or repeatedly violate the College's drug and alcohol standards and expectations. It applies only to suspected or actual medical emergencies due to alcohol or drug use and does not extend to related infractions such as assault or property damage.

### *Pomona College Drug Policy*

It is a violation of the Pomona College Drug Policy for students to:

- Possess, manufacture, sell, provide, distribute or use, or participate in the use of illegal drugs. Prohibited drugs include all illegal drugs such as cannabis, cocaine, heroin, LSD and other hallucinogens, designer drugs and prescription drugs (not including personally prescribed drugs) or other illegal drugs.
- Have drug paraphernalia in their residence hall rooms, on their person, or in any area under their immediate control.
- Violate state, federal, or local laws concerning drug use, distribution, sale, or manufacture.
- Pomona complies with Federal law regarding the use and possession of cannabis; therefore, cannabis use on campus is prohibited even if the student has documentation of medically prescribed cannabis.

## 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

(updated AY 2023-24)

Pomona College owns several rental properties near campus that are allocated by the Dean of the College for the recruitment of faculty to continuing appointments.

After all new tenured and tenure-track hires have submitted or declined to fill out a Request for Housing Form, the Dean may offer college-owned rentals to new hires during the term of their first contract with Pomona in order of priority:

1. Postdocs
2. Visiting faculty
3. Those with special needs
4. As available to other hires

### **A. Process**

- a. There is a one-time eligibility to request College-owned rental housing. This occurs as part of the hiring process with the Dean of the College.
- b. Once a housing offer is made, candidates will complete and submit a form to the Real Property Office which is responsible for all housing assignments.
- c. Once an offer of a rental is declined or if the faculty member leaves the rental program for any reason, their eligibility and priority status for a faculty rental cease.

## **B. Terms of Occupancy**

- a. Faculty on continuing appointments (i.e., members of the voting faculty, as established in the list included in this handbook): maximum of six years (including occupancy under a visiting contract)
- b. The faculty member must continuously occupy the rental property and must teach a regular course load at the College while in occupancy (with the exception of a faculty member on medical, family or parental leave who may continue in residence). If the faculty member cannot maintain continuous residence (e.g. in the event of a sabbatical), the rental unit must be surrendered, even if the faculty tenant has not lived in the unit for the maximum permitted occupancy term. Thereafter, the faculty member will not be eligible to reapply for rental housing.
  - i. Exception for Steele Leave: Faculty tenants who are granted Steele Leave may choose to sublet their rental unit while they are away from campus. The faculty tenant must continue to pay the rent and is responsible for finding a subtenant during their absence. The Real Estate Office must approve the subtenant in advance of the leave.
- c. The initial term of occupancy begins August 1, possibly sooner if the property is prepared for occupancy.
- d. Unless an occupancy is terminated earlier, occupancy will end on May 31 in order to allow time for the rental unit to be prepared for the next tenant before August 1.

## **C. Annual rent increases shall be made according the following guidelines**

- a. Initial rents are set at the discretion of the Real Estate Office, roughly based on comparable rental values in the local market, then discounted approximately 25%, depending on the age, location, and condition of the property.
- b. During the period of tenancy, rent increases will not exceed the annual percentage increase for the faculty salary pool, which the Board of Trustees approves.
- c. Rents are intended to cover real property taxes, insurance expenses, utilities (e.g. water, trash, and landscape maintenance) and deferred maintenance and improvements to the rental properties.

The difference between the rent charged to an employee of the College and the average market rent for similar housing in Claremont is considered **taxable benefit** by the Internal Revenue Service (IRS). Thus, Pomona College is required by the IRS to include this difference as a taxable fringe benefit reported to the employee monthly via paycheck and also annually on the W-2. The IRS further stipulates that such taxable fringe benefits are subject to FICA and Medicare taxes as well as federal and state withholding for income taxes. These taxes are deducted monthly via payroll deductions.

If you have any additional questions about faculty rentals, please contact Candie Putnam at (909) 607-4020. For questions regarding policy, contact April Mayes at (909) 607-2919.

## FACULTY HOME LOAN POLICY

(As approved by the Board of Trustees June 2, 2022)

The Trustees of Pomona College have implemented a Faculty Home Loan Policy 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 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.**

### *Faculty Home Loan*

Tenured and tenure-track faculty are eligible to receive a Pomona College mortgage.

#### *Tier 1 Loan*

- Faculty can receive a loan of up to \$680,000 at a 95% loan-to-value, secured by the property as a first mortgage.
- Faculty will need to provide a minimum down payment of 5% of the purchase price.
- The College will offer the mortgage at an interest rate of not less than 3% below market value with a floor (or minimum) of 2%.
- Loans are for owner-occupied primary residences only.
- The home must be within the eligible geographical area encompassing Claremont (91711), La Verne (91750), Upland (91784, 91786), North Pomona (91767), and San Dimas (91773).

#### *Tier 2 Loan*

- Faculty can receive a maximum loan of up to \$800,000 at a 90% loan-to-value, secured by the property as a first mortgage.
- Faculty will need to provide a minimum down payment of not less than 10% of the purchase price if the loan value is above \$680,000, maximum loan amount not to exceed \$800,000.
- The College will offer the mortgage at an interest rate of not less than of 3% below market value with a floor (or minimum) of 2%.
- Loans are for owner-occupied primary residences only.

- The home must be within the eligible geographical area encompassing Claremont (91711), La Verne (91750), Upland (91784, 91786), North Pomona (91767), and San Dimas (91773).

Interest rates will not be locked in until the purchase offer has been accepted and the term of escrow is confirmed to be 30-45 days. The interest rate is based on the current Freddie Mac rate at the time an offer is accepted.

The College may ask the buyer for a credit report to evaluate the financial means of a buyer who is asking for a College loan. The Real Estate Office may also require a formal appraisal of the property at the borrower's expense to ensure the borrower is not over-paying for a property. This will protect both the borrower and the College.

College mortgages are amortized over 30 years but are renewed every 5 years so long as the faculty member is still employed at the College.

- Faculty who are retiring, and as a result will no longer be employed or paid by the College, will be required to repay the balance of their mortgage at the end of their current 5-year renewal period.
- Faculty who depart the College for reasons other than retirement must repay the balance of their College loan within 180 days.
- Faculty who no longer occupy the property as their primary residence must repay the balance of their College loan within 180 days of termination.

### *Faculty Housing Assistance Loan*

It has been recognized that some faculty members want to live outside the eligible geographic area required for the Faculty Home Loan. While this is not the College's preference for retaining the residential nature of the College, the Trustees have authorized an alternative, forgivable, Faculty Housing Assistance loan, available only to **tenured faculty** members, to enable them to purchase a home within reasonable commuting distance of campus. (Reasonable commuting distance is defined as within 50 miles of Alexander Hall.)

Borrowers will still need to meet the minimum down payment requirements and qualify for financing with the first lender of their choice. (This loan is not a substitute for a down payment.)

- The College will provide a **tenured** faculty member a forgivable loan of \$125,000 which will be secured by the property as a second mortgage.
- After a 5-year waiting period, the College will forgive 10% of the loan each year for 10 years beginning in month 61; the forgivable portion will be considered taxable income on the faculty member's W-2 Form.
- Financing for the first trust deed will need to be obtained from a commercial lender at current market rates. The College will play no role in financing the first trust deed for the purchase.



- A faculty member will not be able to hold a Faculty Housing Assistance Loan and a Faculty Home Loan at the same time. If a faculty member elects to take the \$125,000 forgivable loan, they will not be eligible for a Faculty Home Loan on the same property.
- Faculty will have to repay any remaining balance of the forgivable loan if they:
  - Leave the College before the loan is fully forgiven; or
  - Sell the property before the loan is fully forgiven; or
  - If they no longer occupy the property as their primary residence; or
  - If they choose to take a loan for another property under the Pomona College Faculty Home Loan Program.

### *Limitations*

- Faculty are eligible for no more than two Pomona College home loans during their employment at Pomona College. The Faculty Housing Assistance Loan, which requires tenure, counts as one of the two home loans faculty members are eligible to receive.
- The limit on two Pomona College home loans will include loans a faculty member has already received.
- Faculty members can only receive one Faculty Housing Assistance Loan.

### *Additional Provisions of the Pomona College Faculty Home Loan Policy*

- **Eligibility:**
  - Assistant Professors, Associate Professors, and (full) Professors are eligible for a faculty mortgage immediately upon signing a multi-year contract.
  - The Faculty Housing Assistance loan is only available to **tenured** faculty members.
  - Senior administrators are eligible to apply for a faculty home loan after 3 years of service to the College and/or upon recommendation of the President.
  - Instructors and Visiting Faculty are not eligible for a faculty home loan.
- **Maximum Loan Amount:** The amount of a mortgage loan is limited by the applicant's ability to reasonably assume the burdens of shelter costs for a specific property. The [Pomona College Real Estate Office](#) will qualify the borrower and confirm the maximum faculty loan amount which may be provided.
- **Payment Schedule:** The Faculty Home Loan requires straight amortization over the term of the loan. A payment schedule is established to provide for equal payments of principal and interest in an amount sufficient to pay off the loan at the end of the 30-year term. The Faculty Housing Assistance loan, after a 5-year waiting period, will be forgiven monthly, in 10% increments each year for 10 years beginning in month 61.
- **Payroll Deducted:** Monthly payments on the Faculty Home Loan are to be deducted from the eligible participant's salary.
- **No Refinancing:** 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 or assumable. The faculty loan program provides for the purchase of a home to be occupied as a primary, single-family residence by an eligible participant and his/her family.

- **Mandatory Prepayment of Faculty Loan:** In the event of death of an eligible participant holding a faculty loan, Pomona College will voluntarily defer the surviving title holder's repayment obligation until 18 months after the eligible participant's death, so long as all monthly payments continue to be made as agreed.

### *How to Apply: Procedures for Obtaining a Pomona College Faculty Home Loan or a Faculty Housing Assistance Loan*

The first step in obtaining a loan under the program is to contact the [Pomona College Real Estate Office](#) to complete and submit an application. The Real Estate Office administers the program and will answer your questions.

The application form for a Pomona College home loan is generally similar to those used by lending institutions. It contains questions relating to personal finance information in order to confirm 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 Estate 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 Estate Office will provide referrals for local area Realtors who are familiar with the Pomona College Faculty Home Loan.

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 contact the [Pomona College Real Estate Office](#) (909) 621-8206.

## NON-SABBATICAL LEAVES OF ABSENCE

*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 Department for specific information that pertains to your own situation. This handbook provides general information only. Faculty on continuing appointments (i.e., members of the voting faculty, as established in the list included in this handbook) may be eligible for compensation at net 100% of salary; eligibility for this faculty benefit should be discussed with the Dean of the College, while government benefits should be explained in a meeting with Human Resources. Faculty members requiring such leaves, therefore, should meet with both the Dean of the College and HR.*

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 TCCS 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 Leave*

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

Before returning to work from a disability leave, the employee must provide the TCCS 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 leave on or before the expiration of the period of time required by law will be restored to the same or an equivalent position.

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 service member 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. For more information about the details of intermittent or reduced work schedule, faculty members should contact Human Resources. If a faculty member wants to take intermittent leave or a reduced work schedule, they must contact the Office of the Dean of the College for a meeting so the Dean's Office may collaborate with the department to make sure departmental and teaching responsibilities are covered. During the meeting, the Dean of the College and the faculty member will discuss faculty benefits that are not granted by government agencies, course coverage, and other administrative responsibilities.

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

### *Benefits during leave*

In some conditions, 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 their health benefits coverage as if they were at work. If the employee is on an unpaid leave of absence, or is receiving insufficient pay while on leave, they will need to make arrangements with TCCS Benefits Administration Office to pay for their 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 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 Department. 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 Department.

### *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](http://www.wagehour.dol.gov)) or the Department of Human Resources. 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 Department 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; (3) the accommodation or transfer is medically necessary; and (3) the College can reasonably grant the accommodation or transfer request. In order to determine whether the College can reasonably grant an accommodation, the faculty member requesting the accommodation must speak with the Dean and Human Resources.

An employee who requests a PDL must provide TCCS 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 TCCS 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 they accept other employment during a PDL.

In some cases, 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 they were at work. If the employee is on an unpaid leave of absence, or is receiving insufficient pay while on leave, they will need to make arrangements with TCCS Benefits Administration Office to pay for their 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 the 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, revised 2014)

In some cases, for faculty who are considered voting members of the faculty, as listed in this handbook, the Pomona College Paid Parental Leave Time policy provides a maximum of one semester of paid leave time, at net 100% of salary, to faculty experiencing the event of a birth or adoption. This benefit may be used only during an approved FMLA/CFRA, and the faculty member making this request must be the child’s primary caregiver. 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.

The Dean of the College is responsible for curricular and pedagogical integrity and will, in consultation with the department chair, determine whether a faculty member’s courses should be replaced for the entire semester. 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. Faculty members are encouraged to discuss the timing of future contract renewals and reviews for promotion when meeting with the Dean of the College.

### *Eligibility*

Faculty on continuing appointment (i.e., members of the voting faculty, as established in the list included in this handbook) 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. In consultation with the department and/or programs involved, the College will provide appropriate replacement coverage during the leave.



The semester of the leave will not count toward sabbatical leave. The faculty member receiving parental leave will be expected to return to teach at Pomona College following the leave.

### *Planning*

Faculty requesting leaves of this nature must schedule a meeting with the Dean of the College to discuss planning as well as eligibility for collecting 100% net salary and eligibility for continuation health insurance coverage. The Dean will confer with the department chair by email or in person to discuss planning for the department; the faculty member may choose to participate in these conversations but is not required to do so. The faculty member should consult with Human Resources as well to file paperwork and learn about government-provided benefits. 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.

## 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. Find more information at the [Copyright Information site](#).

##### **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 [consortium copyright website](#) 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.

## PURCHASE OF TECHNOLOGICAL EQUIPMENT

To provide the most consistent and highest quality support for technology on the Pomona campus, the ITS department must approve all purchases of technology hardware and software in advance of purchase, and the ITS department must handle all purchasing for technology hardware and software. [ITS purchasing policies](#) can be found online.

## 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 the [consortium copyright website](#). 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 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.

## DISCRIMINATION AND HARASSMENT INVESTIGATION AND RESPONSE PROCEDURES

Pomona College is committed to maintaining an environment of mutual respect among its students, faculty, staff and other members of the Pomona College and the Claremont Colleges community. [The Pomona College Discrimination and Harassment Policy](#) can be found online and is updated regularly, according to state and federal laws. Printed copies can be obtained by contacting the Office of Human Resources.

## POMONA COLLEGE STAFF AND FACULTY TITLE IX SEXUAL HARASSMENT POLICY AND PROCEDURES

Pomona College is committed to providing a safe and nondiscriminatory educational, working, and residential environment for the students, faculty, staff, and other members of the Pomona College and the Claremont Colleges community. [The Pomona College Staff and Faculty Title IX Sexual Harassment Policy and Procedures](#) can be found online and are updated regularly, according to state and federal laws. Printed copies of the policy can be obtained by contacting the Title IX and CARES Office.

## POLICY ON CONSENSUAL RELATIONSHIPS WITH STUDENTS

(as endorsed by the Faculty and approved by the Board of Trustees, May 2020)



The well-being of the learning and teaching community at Pomona College depends upon the existence of a relationship of trust, respect, and fairness among faculty, staff, and students. Romantic and/or sexual relationships, even if consensual, between faculty members of Pomona College and students of the Claremont Colleges (whether or not faculty currently teach, advise, supervise, coach, or evaluate those students) potentially violate the integrity of the student-teacher relationship, can impair the academic environment through actual or perceived conflicts of interest and bias, and can lead to increased risk of alleged violations of the College's Harassment and Discrimination Policy.

Accordingly, faculty of Pomona College are prohibited from pursuing or engaging in any romantic and/or sexual relationships with students of the Claremont Colleges.

Faculty of Pomona College who violate this policy will be subject to disciplinary action by the College, up to and including termination of employment. There will be cause for such dismissal if the misconduct is determined to be sufficiently egregious pursuant to the Pomona College Dismissal Policy.

Romantic and/or sexual relationships with students that exist prior to enrollment shall be disclosed to the Dean of the College, who will ensure such relationships will not adversely affect the educational or work environment for this or any other student, or of creating an appearance of bias, conflict of interest, favoritism, unfair academic advantage or disadvantage, or undue access to or restriction from opportunities at the College.

This policy is addressed to consensual relationships and activity only. Any romantic and/or sexual relationship, potential relationship, or activity alleged to be non-consensual is subject to the Harassment and Discrimination Policy and the disciplinary procedures therein, up to and including dismissal under that policy.

## 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 the Grievance Coordinator), 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's Discrimination and Harassment Policies and Grievance Procedures should be brought to the attention of the College's Grievance Coordinator 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

(Approved by the Board of Trustees May 13, 2017)

## *Statement of Non-Discrimination*

Pomona College complies with all applicable state and federal civil rights laws prohibiting discrimination and harassment in the workplace. This policy uses the term “Legally Protected Characteristics” to encompass all of the categories that are protected by state and federal employment laws, including: sex (including pregnancy, childbirth and related medical conditions, breastfeeding, and conditions related to breastfeeding), gender identity and expression, pregnancy, religion (including religious dress and grooming practices), creed, color, race (including traits historically associated with race, including but not limited to hair texture and protective hairstyles), national or ethnic origin, ancestry, sexual orientation, medical condition, physical or mental disability, age (age 40 and over), marital status, registered domestic partner status, military and/or veteran status, genetic characteristics and information or any other basis prohibited by state or federal law. All forms of harassment and discrimination destroy that foundation of respect and violate the sense of community vital to the College’s educational enterprise.

In addition, in accordance with California law, the College does not discriminate against employees on the basis of a lawful change of name, Social Security Number or federal employment authorization document (Labor Code section 1024.6); receipt of Medi-Cal coverage (Govt. Code section 13084); or having a California driver’s license with a “federal limits apply” notation (Govt. Code section 12926(v)), and, in the spirit of these laws, the College extends these protections to students. Similarly, the College also does not discriminate against employees and/or students with “driving privilege cards,” “driver authorization cards,” or other government-issued alternative driver’s licenses. Furthermore, in accordance with California law, the College does not discriminate against students on the basis of immigration status, primary language and citizenship (Civil Code section 51(b)), and, in the spirit of California law, extends these protections to employees. Verification of immigration status, and employment decisions based upon such verification where required by federal law, shall not constitute a violation of this Policy.

This Policy strictly prohibits all employees, including supervisors and managers, from engaging in unlawful discrimination and harassment against any individual at the College or at 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) and third parties with whom individuals may come into contact with in the workplace. The College also prohibits retaliation against any individual who makes a complaint or who participates in an investigation under this policy. This Policy covers admissions, 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.

## *Equal Employment Opportunity Commitment*

The College is committed to equal employment opportunity. The College does not discriminate on any basis protected by state and federal law, meaning that the College does not base employment decisions on any Legally Protected Characteristics possessed by the employee or any person with whom the employee is associated.

The College's Equal Employment Opportunity policy governs all aspects of employment, including admissions, access, and service in Pomona College programs and activities, as well as hiring, training, promotion, compensation, benefits, discipline and discharge and all other terms and conditions of employment at the College.

The College offers reasonable accommodations to qualified individuals with physical or mental disabilities to the extent the accommodation will allow them to perform the essential functions of the job and will not create an undue hardship. The College also offers reasonable accommodations for an employee's religious beliefs and observance. Further information relating to reasonable accommodations is available from the Human Resources Department. If an employee believes she/he needs reasonable accommodation because of a disability or religious practice, they should speak with the Human Resources Department or their supervisor.

### *Harassment-Free Campus and Workplace*

The College strives to provide a campus and work environment where all individuals can visit, study, and/or work together comfortably and productively. Each individual has the right to visit, study and work in a professional atmosphere that promotes equal opportunity and prohibits discriminatory practices, including sexual and other forms of prohibited harassment. Such prohibited harassment is unacceptable and will not be tolerated. This Policy applies to all individuals in the workplace, not only employees but also contractors, unpaid interns and volunteers. It both protects these students, staff, faculty and visitors and governs their conduct while engaged in College business and interacting with other members of the College.

The College prohibits workplace harassment based on an individual's Legally Protected Characteristics. The workplace is not limited to the College's facilities, but may also include client and vendor facilities, as well as anywhere a student- or business-related function is taking place. Prohibited harassment includes, but is not limited to, epithets, slurs, derogatory comments or jokes, intimidation, negative stereotyping, threats, assault or any physical interference with the employee's normal work or movement.

Harassment may also include written or graphic material placed on walls, bulletin boards or elsewhere on the College's premises or circulated in the workplace that denigrates, shows hostility or aversion towards an individual or group because of any Legally Protected Characteristic. Whether or not the person means to give offense or believed his or her comments or conduct were welcome is not significant. Rather, the College's Policy is violated when other workers, whether recipients or mere observers are, in fact, offended by comments or conduct based on a Legally Protected Characteristic, so as to disrupt their emotional tranquility in the workplace, interfere with their personal sense of well-being, or affect their ability to perform their job as usual.

Generally, to count as harassment under this Policy, such conduct must:

- be based upon one or more Legally Protected Characteristics;
- be offensive to the individual complaining of harassment and offensive to a reasonable person; and
- 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.

Generally, statements and/or conduct legitimately and reasonably related to the College's mission of education do not constitute harassment.

### *Sexual Harassment*

Both sex and gender are Legally Protected Characteristics, and sexual harassment is a type of harassment prohibited by this policy. Sexual harassment is defined as unwelcome sexual or gender-based conduct of any nature that creates an offensive or hostile work environment or unwelcome sexual conduct that is made a condition of working at the Company. Sexual harassment, like other forms of prohibited harassment, will not be tolerated.

Examples of prohibited sexual harassment include unwelcome sexual conduct such as: Verbal harassment (e.g., sexual requests, comments, jokes, slurs); Physical harassment (e.g., touching, kissing); and Visual harassment (e.g., posters, cartoons, or drawings of a sexual nature).

Sexual harassment is not limited to conduct motivated by sexual attraction or desire. It may occur between members of the opposite sex or members of the same sex, regardless of their sexual orientation. It also may be in the form of non-sexual, offensive conduct that is directed at an individual because of his or her gender. This would include, for example, conduct based on the individual's (i) gender identity or gender expression; (ii) pregnancy, childbirth, or related medical conditions; and/or (iii) breastfeeding and related medical conditions.

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.

### *Complaint Procedures*

If any member of the College community has questions or concerns about any type of discrimination or harassment, they should bring them to the attention of their supervisor, Student Affairs or Human Resources. Students and employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination or harassment will be subject to disciplinary action, up to and including expulsion and/or termination of employment.

It is the responsibility of all faculty, staff and students at the College to ensure compliance with this Policy. Accordingly, students, faculty and staff 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 described in the TCC Title IX Policy, the College's Faculty and Staff Title IX Policy, the College's Sexual Misconduct, Harassment and Discrimination Policy or the College's Discrimination and Harassment Investigation and Response Procedures. If students have any questions related to the TCC Title IX Policy, the Faculty and Staff Title IX Policy, the Sexual Misconduct, Harassment and Discrimination Policy, please contact Associate Dean of Students and Title IX Coordinator Erica Taylor ([erica.taylor@pomona.edu](mailto:erica.taylor@pomona.edu)); (909) 621- 8017. If students have any questions related to the Discrimination and Harassment Investigation and Response Procedures, please contact Sr. Associate Athletic Director Brandon Johnson, Sr. ([brandon.johnson@pomona.edu](mailto:brandon.johnson@pomona.edu)); (909) 621-8420. If faculty have any questions related to these policies, please contact Associate Dean of the College April Mayes ([april.mayes@pomona.edu](mailto:april.mayes@pomona.edu)); (909) 607-2496. If staff have any questions related to these policies, please contact Assistant Vice President, Human Resources, Brenda Rushforth ([Brenda.Rushforth@pomona.edu](mailto:Brenda.Rushforth@pomona.edu)); (909) 607-1686.

If an immediate supervisor is involved in the conduct or, for some other reason, an employee feels uncomfortable making the report to that supervisor, the employee should report directly to the Human Resources Department. The College encourages prompt reporting of complaints so that it can take appropriate action. Late reporting by itself, however, will not preclude the College from taking remedial action. In addition, any individual may lodge a complaint of unlawful workplace discrimination, harassment or retaliation with the California Department of Fair Employment and Housing, [www.dfeh.ca.gov](http://www.dfeh.ca.gov), and/or the U.S. Equal Employment Opportunity Commission, [www.eeoc.gov](http://www.eeoc.gov).

Any manager or supervisor who sees or hears about conduct that may constitute harassment, discrimination or retaliation under this Policy must immediately contact the Human Resources Department.

### *Prohibition Against Retaliation*

This Policy prohibits Retaliation against any person who is exercising their rights under this Policy. Retaliation is defined as the taking of an adverse action by any student, faculty or staff member against another individual as a result of that individual's exercise of a right under this Policy, including participation in the reporting, refusal to participate in, or assistance with the investigation, reporting, remedial or grievance processes as provided in this Policy or relevant College policies. Retaliation includes adverse actions intended to improperly deter involvement of another in these procedures set forth in this Policy, and may involve actions intended either to intimidate or to penalize individuals for their participation. Retaliation is strictly prohibited by law and/or this Policy; any person who is found to have engaged in retaliation shall be subject to disciplinary action, up to and including termination/dismissal. The College will not retaliate, nor will it tolerate retaliation, against individuals who complain in good faith about discrimination or harassment on the campus or in the workplace. Claims of retaliation under this Policy will be addressed and resolved just like complaints of discrimination or harassment under the appropriate College policy/policies.



# 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.

## **A. 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 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 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 may use a Target of Opportunity strategy in which the College's diversity interests can and should be recognized.

#### **(1) 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. Before review by the FPC, the dean and president will normally interview the candidate. The dean will invite the chair to present the case before the FPC. 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 Coordinator 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. During the period of suspension, the faculty member should retain access to their electronic files stored in their computers and to their email account. The Dean of the College may restrict the faculty member's ability to use the College's email to communicate with others to protect the safety of the faculty member or others.

#### **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 Discrimination and Harassment Policies and Grievance Procedures and the Pomona College Faculty Grievance Policy. 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 2001, 2005, 2010, 2011, and 2012)

#### **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 eight-year rolling contract, at least two of whom are at the rank of Associate Professor and at least one of whom is a member of the Cabinet. 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. No one who has served on the Faculty Personnel Committee within the past year may serve 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 Coordinator for investigation and resolution according to the College's

Discrimination and Harassment Policies and Grievance 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 Discrimination and Harassment Policies shall be considered by the Faculty Grievance Committee as provided in the Pomona College Discrimination and Harassment Policies and Grievance Procedures.

### **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 Coordinator, 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) 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 supervisorial 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 peremptory 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, 2009-10, 2012, 2014, 2017, 2019, and 2022)

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

- (1) for replacement tenure-track faculty or coterminous administrative-faculty positions
- (2) for new tenure-track faculty or 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

Requests for faculty hires fall into two categories: replacement positions and new faculty positions. Departments or programs seeking to replace faculty members who have left the College after more than five years of service should submit their application to the FPAC after consulting with the President and Dean of the College. Replacement is automatic when a faculty member leaves the College within the first five years of service, and no application is necessary. Departments or programs seeking to add a new faculty line should propose the new line to the FPAC. Both procedures are described below.

Given that diversity is at the core of Pomona College’s educational mission, the FPAC ensures that new and replacement positions will attract the broadest possible pool of candidates that demonstrates a Department/Program commitment to the President’s Advisory Committee on Diversity report “Lighting the Path to 2025: A Vision for Diversity.”

**A. Requests for Replacement Tenure-Track Faculty and Coterminous Administrative-Faculty Positions**

- a. Requests to replace faculty positions following departures of tenure-track or coterminous administrative-faculty from the College should be made to the FPAC by October 1 after consulting with the President and Dean of the College. A department or program must inform the FPAC any time after Spring Break and before September 1 of its intention to submit a proposal for a replacement faculty position. All proposals made to the FPAC will be accessible to Pomona faculty, staff, and students.
- b. In cases where separation from the College has occurred prior to the sixth year of service, replacement positions are automatically approved. In these cases, departments or programs should work with the Dean of the College to plan for replacement hires.
- c. In all other cases, departments or programs should prepare a brief proposal for a replacement position including:
  - a. The history of the position
  - b. The sub-discipline of the proposed position and its relationship to the curriculum of the department or program and other departments and programs
  - c. Indications of a serious deliberation regarding the sub-discipline of the requested position
  - d. A copy of the most recent departmental self-study and external review. If the last external review of the department pre-dates the application by more than five years, the department may—at the discretion of the FPAC and following approval from the Dean of the College—solicit letters that comment on the proposal from outside reviewers within the field.
- d. Consistent with the College’s strategic goals, proposals should directly address diversity and inclusion.
- e. The FPAC will evaluate these replacement position proposals. Having deliberated, the FPAC faculty members will then independently vote yes or no on whether to recommend each of them for funding. Committee members have a responsibility to recuse themselves from the final discussion and voting if they are directly involved in the proposal, or if they feel that they cannot be fair and impartial. The Dean will excuse himself/herself when those votes take place. A positive recommendation will require a majority of non-abstaining voting members of the committee.
- f. Each proposing department or program 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.

- g. If the FPAC does not recommend a replacement position for funding, the department or program may submit an updated replacement position proposal in any one of the three subsequent FPAC cycles. The opportunity to submit an updated replacement position proposal is only granted once.
- h. The FPAC will advise the President and Dean of the College by April 1. The President and Dean of the College 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 replacement position proposals. The President and Dean will outline a plan for possible replacement to the department or program.

**B. Requests for New Tenure-Track Faculty and Coterminous Administrative-Faculty Positions**

- a. All requests for new faculty positions and coterminous administrative-faculty positions will be reviewed by the Faculty Position Advisory Committee. These will include requests for new additions to the faculty. All proposals made to the FPAC will be accessible to Pomona faculty, staff, and students.
- b. 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. New position proposals can be submitted in any year.
- c. Complete proposals to the FPAC will include sections addressing at least the five criteria listed below (in j).
- d. 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. Intent to submit a proposal must be made via email, with all voting faculty members of the department, program or group of faculty copied on the message to ensure that all members are informed and have the opportunity to contribute to discussions on the proposal. The Dean of the College's office will provide self-studies, outside reviews, and any other data requested to the FPAC and proposers by September 15. Completed proposals must be submitted to the FPAC by October 1. Submission of a proposal must be made electronically, with all voting faculty members of the department, program, or group of faculty copied in the submission. The FPAC will submit its recommendations to the Dean and the President by April 1. The Dean and President will then decide which positions to approve. 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.
- e. 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 Registrar will then compile raw course and enrollment data that will be sent to the proposers as well

as the FPAC by September 15. The proposal shall contain an interpretation of the data and can include additional data if necessary. Soon after the October 1 deadline to submit a proposal, the FPAC will inform the Dean of the College and all faculty of the College about all submitted proposals.

- f. 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.
- g. The proposal should include comparative data from comparable colleges. It is the department or program's responsibility to collect and present such data as appropriate.
- h. 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. The FPAC will also evaluate a) the expected size and diversity of the candidate pool; b) the ability of the position to enhance inclusive and multicultural perspectives in the curriculum; c) the department/program strategies, including curricular considerations, to support a diverse student body; and d) the 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.
- i. Consistent with the College's strategic goals, proposals to the FPAC should directly address diversity and inclusion.
- j. 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. Impact on faculty and curricular diversity, which may differ by field;
  - d. Current use of faculty resources; and
  - e. Impact on the long-range plans of the faculty.
- k. Based on these evaluations, the FPAC faculty members will independently vote on new position proposals. Committee members have a responsibility to recuse themselves from the final discussion and voting if they are directly involved in the proposal, or if they feel that they cannot be fair and impartial. The Dean will excuse himself/herself when those votes take place. The committee will conduct up to three votes on each proposal: first, whether the position is recommended for funding; if so, whether it merits a ranking of at least high priority; and, if so, whether it merits a ranking of highest priority. In each of these cases, an affirmative decision will require a majority of non-abstaining voting members of the committee.

- l. Proposals recommended for funding will remain active for five years following the decision by the FPAC. Those with highest priority status will remain at that level for those five years. Within the five years, other proposals without highest priority status may be re-ranked upward by votes of the committee based on submission of new information or as other proposals expire. Updates to proposals without highest priority status must be submitted to the FPAC by February 1.
- m. 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.
- n. 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. These will include the criteria noted in j above.
- o. 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 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.
- p. Occasionally and in very special circumstances Target of Opportunity (TOP) proposals may be considered outside the regular process. The following apply only to such proposals:
  - a. A department or program claiming such an emergency should first consult with the Dean of the College and the Associate Dean Diversity Officer and then send the FPAC a preliminary proposal arguing the case for its urgency and providing a calendar showing how a hire could be accomplished. If the FPAC decides that the case is urgent, that the hiring calendar is plausible, and that it has a reasonable amount of time to deliberate, it would invite the department or program in question to prepare a full proposal for submission by a deadline that the FPAC would set. The FPAC would then make every effort to treat the case expediently.
  - b. This process may also be initiated by the President and/or the Dean of the College in their capacity as Chief Academic Officers of the College. In such instances, an endorsement from the home department(s) or program(s) is required.
  - c. Nominating materials for a TOP hire may be submitted to the FPAC on a rolling basis. The FPAC should aim to act on TOP applications within four weeks.
  - d. The FPAC's recommendation will be based on the same criteria as in the regular process, as noted in Section B.j above. In particular, the FPAC will not make recommendations on the quality of TOP candidates. This task is the responsibility of the Faculty Personnel Committee.



- e. Having deliberated, the FPAC faculty members will independently vote yes or no on whether to recommend a TOP proposal for funding. Committee members have a responsibility to recuse themselves from the final discussion and voting if they are directly involved in the proposal, or if they feel that they cannot be fair and impartial. The Dean will excuse himself/herself when those votes take place. A positive recommendation will require a majority of non-abstaining voting members of the committee.
- f. Each proposing department or program 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. The FPAC recommendation will be forwarded to the Faculty Personnel Committee for action.
- g. A TOP proposal may, sometimes, correspond to (i) a position already in the ranking with a level of highest priority or (ii) a replacement position request that was previously recommended. In such cases, the FPAC should be notified but does not need to review the proposal. The proposal can be forwarded to the Faculty Personnel Committee for action.
- q. 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 New Tenure-Track Faculty or Coterminous Administrative-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 comparative data from comparable institutions as appropriate. The material from self-studies and outside reviews should be included when appropriate. The proposal should articulate what the department has already done and what it will do moving forward to assure the broadest applicant pool. Is the position defined broadly enough to attract a diverse candidate pool? The College's Diversity Officer can provide to departments data regarding diversity of PhDs in particular subfields. The proposal should also describe the extent to which the position will increase the coverage of inclusive and multicultural perspectives in the curriculum.
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? What is its relevancy to the College's mission to educate a diverse student body? 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. *Impact on faculty and curricular diversity, which may differ by field*  
What will be done to attract as diverse a candidate pool as possible given the field and/or to increase inclusion and multicultural perspectives in the curriculum? What will be done to identify candidates from diverse backgrounds (e.g., seminar participation, conferences that attract scholars from under-represented groups)? How will the curriculum support diversity and inclusivity in the department/program, in light of the commitment to a diverse pool and student body described in the PACD report "Lighting the Path to 2025: A Vision for Diversity"?
  - d. *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?

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

Does the position further the goals set by the College's current 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.

**C. Requests by Existing Faculty Members for Transfer from One Department or Program to Another**

- a. All such requests will be reviewed by the Faculty Position Advisory Committee.
- b. The faculty member must inform the FPAC between Spring Break and September 1 of their intention to submit a proposal.
- c. Completed proposals must be submitted by email to the FPAC by October 1, with all voting faculty members of the departments or programs affected copied on the message.
- d. The FPAC will make recommendations to the Dean and President based on the following criteria:
  1. Curricular impact
  2. Student demand and enrollment pressure
  3. Impact on faculty and curricular diversity, which may differ by field
  4. Current use of faculty resources
  5. Impact on the long-range plans on faculty
- e. Having deliberated, the FPAC faculty members will independently vote yes or no on whether to recommend that an existing faculty member be transferred from one department or program to another. Committee members have a responsibility to recuse themselves from the final discussion and voting if they are directly involved in the proposal, or if they feel that they cannot be fair and impartial. The Dean will excuse himself/herself when this vote takes place. A positive recommendation will require a majority of non-abstaining voting members of the committee.
- f. Each proposing faculty member will receive a brief response from the FPAC that will inform the proposer of the strengths and weaknesses of their proposal and the number of votes for and against it.

#### **D. Requests for the Conversion of Programs into Departments**

- a. All requests for the conversion of programs into departments will be reviewed by the Faculty Position Advisory Committee.
- b. A program must inform the FPAC between Spring Break and September 1 that it intends to submit a proposal. The Dean of the College's Office and the Registrar's Office will provide available self-studies, outside reviews, and enrollment data to the FPAC and the proposing program by September 15.
- c. 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.
- d. 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.
- e. 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.
- f. The proposal should include comparative data from comparable colleges. It is the program's responsibility to collect and present such data as appropriate.
- g. 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."

#### **I. 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?

#### **II. 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?

**III. 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?

**IV. 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?

**V. How might conversion to department status increase the entity's ability to serve a diverse student body?**

- h. 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.
- i. Having deliberated, the FPAC faculty members will independently vote yes or no on whether to recommend that the program be converted into a department. Committee members have a responsibility to recuse themselves from the final discussion and voting if they are directly involved in the proposal, or if they feel that they cannot be fair and impartial. The Dean will excuse himself/herself when this vote takes place. A positive recommendation will require a majority of non-abstaining voting members of the committee.

- j. 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.
- k. 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.
- l. 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.

## **E. Reports to the Faculty**

### **Report on Proposals for Faculty Positions**

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 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. The report will also include information about the FPAC recommendations concerning the replacement position proposals and the TOP proposals that were considered during the Academic Year.

### **Report on Requests by Existing Faculty Members for Transfer from One Department or Program to Another and Proposals for Conversion of a Pomona College Program to a Department**

At the April faculty meeting, the FPAC will report to the faculty its recommendations on any requests by existing faculty members for transfer from one department or program to another and on any proposals to convert Pomona College programs to departments.

### **Guidelines for the FPAC**

- a. The FPAC will compare, in the case of each proposal, the curricular situation at Pomona College with that of other comparable institutions.
- b. 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.
- c. 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.
- d. The FPAC will make sure that each proposer gets adequate feedback from the committee about their proposal.

- e. The FPAC will take under consideration the work done by previous FPACs and become familiar with proposals from previous years.
- f. 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.

## FACULTY CONFERENCE/RESEARCH TRAVEL POLICY AND PROCEDURES

### Policy

The purpose of this policy is to provide guidance for faculty regarding College-funded research and/or conference-related travel expenses. The policy applies to all departments and programs that use College funds for research or conference travel for academic purposes.

All academic travel requests must be approved in advance by the requesting faculty member's Department Chair or Program Coordinator. Travel to well-established international, national, and regional research or teaching conferences, and research proposals that are well documented and delineated, are eligible for College funding. The current [posted rules and limits](#) for transportation, lodging, registration, and related costs apply. Meals and incidental expenses (MI&E) are reimbursable using an actual or per diem rate (see below). For further information or clarification, please consult Associate Dean for Research and Infrastructure Pierre Englebert or, for externally funded travel, the Director of Sponsored Research, Dean Gerstein.

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 [Academic Dean's website regarding the grants](#).

The primary responsibility for adherence to this policy rests with the faculty member, Research Committee, and the Office of the Dean of the College. The Research Committee, the Dean's Office, or external funding sources may elect to specify additional controls over travel expenditures beyond those required by this policy.

The College approves only expenses incurred in connection with academic travel 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 Dean, who may stipulate limited, one-time waivers in exceptional circumstances after appropriate consultation.

**Eligible expenses include the following:**

- Conference registration fees
- Travel by plane, train, bus, taxi, ride-sharing service, boat, and rental car
- Travel-related equipment or supplies (please note that any electronic or other equipment acquired with College funds is deemed property of the College)
- Fuel or mileage (not to exceed the cost of another form of transportation, such as flying)
- Hotel room and associated taxes
- Meals and incidental expenses for the faculty member and accompanying students only
- Parking and toll road charges
- Reasonable tipping (requires documentation for reimbursement)
- Special fees for certain events that have a professional development merit (requires budget justification)

**Ineligible expenses include the following:**

- Accident insurance premiums
- Airline club membership fees
- Bank charges for accessing personal funds
- Clothing, unless required for safety and/or specialized field work
- Corporate charge card delinquency assessments
- Costs incurred by unreasonable failures to cancel transportation or hotel reservations
- Excessive baggage and storage charges
- Gifts
- Home office supplies
- Lost or stolen cash or property
- Penalties for violations of the law (e.g., parking or speeding tickets)
- Personal entertainment expenses (in-room movies, in-room minibar, health club fees, etc.)
- Personal or family travel expenses (e.g., childcare, pet care, newspapers, shoe shines, haircuts, toiletries, pharmaceuticals)
- Repairs for personal car
- Tickets for entertainment (e.g., movies, concerts, plays) except when the academic field and budget justification support the expense

**Reimbursement Procedures**

To be reimbursed for travel-related expenditures, a faculty member should create an expense report and upload receipts directly into WorkDay. Expense reports should be submitted within **30 days of travel**, documenting all expenses. This includes clearance of travel-related P-card charges.

- All transportation, lodging, registration, and miscellaneous expenses require itemized proof of payment and are reimbursable up to the pre-approved limits for each category.



- Meals and incidentals are reimbursed up to the pre-approved limit either by submitting actual receipts or by applying the MI&E per diem rate for the applicable travel area and period (domestic or international), which requires one receipt to document the area to which one has traveled.
- Per diem rates for MI&E may not be used for local travel (travel less than 50 miles one way from the College or the traveler's residence, whichever is greater).

### **Per Diem Rules**

The College is offering the per diem option (limited receipts) for MI&E. Incidentals include fees and tips given to porters, baggage carriers, bellhops, hotel maids, stewards or stewardesses and others on ships, and hotel servants in foreign countries; incidentals do not include expenses for laundry, cleaning and pressing of clothing, lodging taxes, or the costs of telegrams or telephone calls. Other travel-related expenses may be classified as "miscellaneous" and require receipts and justifications.

#### *Domestic Travel*

The maximum per diem rates for lodging (excluding taxes) and MI&E for the lower 48 continental United States and other states and U.S. territories are set by the U.S. General Services Administration (GSA) and the Defense Travel Management Office (DTMO) based on geographic area. Rate changes are effective each October 1. To find the applicable daily rate for your domestic travel destination, go to the [GSA Per Diem Rates Look-Up website, which links to DTMO](#). Print a copy of the applicable web page for submittal with your Travel Expense Report. Failure to document the destination rate will result in reimbursement at the current standard rate of \$59 per day for MI&E and \$96 per day for lodging. When a trip includes more than one stop for academic business and the locations involved have different per diem rates, the per diem rate for each calendar day (beginning at 12:01 a.m.) is determined by the location where the lodgings are obtained for the night. When meals are included in the cost of a conference, the per diem rate will be reduced in accordance with the *GSA Breakdown of Meals and Incidental (M&I) Expenses*.

#### *International Travel*

The maximum per diem rates for lodging and MI&E for international travel are set by the U.S. State Department based on country and geographic area. To find the applicable daily rates for your travel destinations, go to the [US Department of State Foreign Per Diem Rates website](#) enter the requested data. Print a copy of the web page for submittal with your Travel Expense Report. Failure to document the destination rate will result in the return of the Travel Expense Report for completion prior to processing for reimbursement.

#### *Travel for Days of Departure and Return*

For both the day travel begins and the day travel ends, the per diem MI&E allows 75% of the full-day allowance for each of those days. All travelers will be required to provide proof of the travel period for which per diem coverage is requested.

#### *Miscellaneous Expenses*

Miscellaneous expenses are not considered part of a per diem reimbursement and, therefore, documentation is required. Miscellaneous expenses include hotel room taxes, telephone, copy charges, energy or other embedded surcharges, and other business-related expenses. The College

will allow reimbursement for non-documented miscellaneous expenditures up to \$25 per item and \$75 per trip for these other expenses as long as they are itemized.

**A purchasing card should not be used for meals if the per diem reimbursement method is used.**

## 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 associated 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.

## **Use of Third-Party Services Such as Email and File Storage**

Though the convenience of using external file storage, email systems and the like is attractive, use of these types of services not already arranged for by Pomona College in a protective contract poses risks related to security, privacy, copyright, and records retention. Therefore, the following are guidelines that should be followed:

- Files and emails containing sensitive data should not be placed on any file storage, email or similar system not already contracted with by Pomona College.
- Participants should not put anything on external storage that they would not be comfortable sending as an email attachment.
- Third-party systems supporting file sharing, email and similar services are not to be used as the sole storage location for any College data, or as a record-keeping system.
- Personal email and College email should not be commingled either in a third-party email service or the College's own email service. Keep personal and professional correspondence and files separated. This is for your and the College's protection.

## **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. Backups are preserved for lengths of time also determined by individual College operating procedures. These backups can be used to restore files that you have deleted accidentally. This means that the files in the backups 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. TCCS 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, TCCS 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 TCCS 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 The Claremont Colleges Services.