

Faculty Handbook - Fall 2009

PREFACE

This Handbook is a summary of policies and practices pertaining to faculty members at Reed College. It has been prepared by the Office of the Dean of the Faculty. It is composed exclusively of authoritative documents or document excerpts, including sections of the Faculty Constitution, By-Laws, and Rules of Procedures, individual items of faculty legislation, established policy statements from administrative offices, and the like. It contains no editorial material other than the selection and organization of the documents themselves.

Although we have tried to make the Faculty Handbook as complete as possible, many policies that govern faculty activities are not included. Among these are policies directed not to the faculty per se but to all members of the Reed community. Moreover, since the meaning of certain excerpts might depend on their larger contexts, it may be useful to consult the original sources wherever serious questions arise.

At several points, the Handbook refers to Oregon state law. Faculty members wishing to consult the statutes themselves may obtain copies from the Reed College Office of Human Resources.

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I. A. MISSION STATEMENT

(Source: Approved by the Reed College Board of Trustees on June 22, 2008)

The Mission of Reed College

Reed College is an institution of higher education in the liberal arts devoted to the intrinsic value of intellectual pursuit and governed by the highest standards of scholarly practice, critical thought, and creativity. Its undergraduate program of study, leading to the degree of Bachelor of Arts, is demanding and intense and balances breadth of knowledge across the curriculum with depth of knowledge in a particular field of study. The goal of the Reed education is that students learn and demonstrate rigor and independence in their habits of thought, inquiry and expression.

The Reed Education

1. The Reed education balances broad study in the various areas of human knowledge and a structured, in-depth study in an academic discipline through degree requirements established by the faculty.
2. The educational program's pedagogies are characterized by close interaction of students and faculty in an atmosphere of shared intellectual and scholarly concern and active learning. Small conference and laboratory classes are the norm, providing students the opportunity to demonstrate intellectual initiative and creative engagement.
3. College-wide distribution requirements provide a foundation for all students in the assumptions, basic theoretical frameworks, techniques, and current literature of a range of academic disciplines, both humanistic and scientific.
4. The program in a student's major area of study is an intensive examination of the objects, literature, theoretical concerns, and research models characteristic of an academic discipline. Among the requirements for the major are successful performance on a junior qualifying examination, completion of a yearlong senior thesis based on original research or artistic expression, and a successful oral defense of the thesis before an interdisciplinary faculty board.
5. The Reed education is distinguished by a yearlong interdisciplinary Humanities course, required for every first-year student. The College further encourages interdisciplinary study through upper-division Humanities courses, as well as established interdisciplinary majors representing areas of research and scholarship that span traditional disciplines.
6. To ensure the highest quality education for its students, the College supports and encourages scholarly research by the faculty and the application of such scholarship throughout the teaching program.

Operating Principles of Reed College

1. The educational mission of the College requires the freest exchange and most open discussion of ideas. The use of censorship or intimidation is intolerable in such a community.
2. All members of the College community, including students, faculty, and staff, are governed by an honor principle, which emphasizes personal responsibility and mutual respect in the conduct of one's affairs.
3. Because the College fosters and defends academic freedom, it avoids taking positions on political issues that do not directly affect the fulfillment of its educational mission.
4. The College has no religious affiliation and maintains neutrality regarding religions and religious practices.
5. Any post-baccalaureate educational program that the College chooses to offer must be consistent with and supportive of the College's central educational mission.

6. Reed is by design a small college that values opportunities for in-depth and sustained academic exploration and the development of close professional relationships among students, faculty, and staff.
7. The activities of the staff are essential to the well-being of the institution, and, in areas related to the educational program, the staff supports and advances the pursuit of the College's academic goals.
8. Students are not divided by academic ability or promise, and there are neither "honors" degrees nor other such programs.
9. Each student works with a faculty advisor, who helps plan a course of study that is consistent with the student's academic goals and that meets the distribution and major requirements. Faculty advisors also provide evaluation and advice related to the student's performance.
10. Instructors provide students with frequent and substantive evaluation of their performance in order to promote student intellectual growth. Although grades are recorded for all classes, they are not routinely reported to students.
11. The affairs of the College are conducted under constitutional government that accords primary governing responsibility to faculty, students, and staff within their appropriate spheres, and encourages collaboration and cooperation among all constituents in the development of policies of general concern. Matters concerning the curriculum are ultimately decided by the faculty.
12. Reed is a residential college that provides on-campus housing in small residential communities for a majority of its students in order to sustain vibrant social and intellectual exchange outside of the classroom and laboratory.
13. The College believes that pursuit of its academic goals is advanced by actively seeking a student body, a faculty, and a staff that reflect a diversity of social, racial, and ethnic backgrounds.
14. The College seeks to attract and enroll students solely on the basis of their suitability for the academic program, and, to the degree possible, without regard to financial need or other disadvantages unconnected with academic performance or ability.
15. In service of its educational mission, the College provides a broad array of counseling and health-related programs, cultural events, extracurricular and community service activities, and recreational sports to support the academic growth and physical and emotional health of its students.

I. B. NON-DISCRIMINATION AND EQUAL OPPORTUNITY EMPLOYMENT

(Source: Human Resources, 7/1/94)

Reed College Equal Opportunity Policy Statement

Equal opportunity at Reed College is the fundamental philosophy that has characterized the College since it was founded. All relationships with the College are based on personal merit.

The College will not discriminate on the basis of individual characteristics of race, color, religion, sex, age, handicap, veteran status, marital status, sexual orientation or any other characteristic protected by applicable state or federal law.

The College maintains a strict policy which prohibits unlawful harassment in any form.

Oregon Civil Rights law (ORS 659.030)

It is unlawful for a public or private employer to refuse to hire, or to fire, or to discriminate against an individual in compensation, terms, conditions, or privileges of employment because of that individual's:

race	expunged juvenile record
color	association with anyone in a protected class
religion	family relationship
sex	opposition to safety and health hazards
national origin	mental or physical handicap
marital status	application for workers' compensation benefits
age (18 or older)	

It is also unlawful to refuse to grant an employee's request for a pregnancy leave, parental leave of absence or for family medical leave.

City of Portland

It is unlawful to discriminate against an employee on the basis of sexual orientation.

Federal Laws

Title VII of the Civil Rights Act of 1964 prohibits discrimination and/or harassment on the basis of race, color, sex, religion, national origin.

Equal Pay Act of 1963 prohibits different rates of pay based on sex.

Age Discrimination in Employment Act prohibits discrimination on the basis of age for people 40 years and older.

Rehabilitation Act of 1973 Section 504 prohibits discrimination on the basis of a disability.

Rehabilitation Act of 1973 Section 503 requires affirmative action in employment for disabled people.

Vietnam Era Veterans Readjustment Act of 1974 requires affirmative action in employment for Vietnam veterans and disabled veterans.

Executive Order 11246 as amended requires affirmative action in employment for women and minorities.

I. C. ACADEMIC FREEDOM AND RESPONSIBILITY

(Source: Faculty Constitution, Article V)

Section 1. Each Faculty member has individual freedom of inquiry and expression in research, in publication, and in the teaching of his or her subjects and courses. Academic freedom and responsibility are here defined as the liberty and obligation to study, to investigate, and to discuss facts and ideas concerning all branches and fields of learning. No limitations on such freedom shall be imposed other than those required by generally accepted standards of responsible scholarship and research.

Section 2. When a Faculty member speaks, writes, or acts as a citizen, he or she shall be free from institutional censorship or discipline, and he or she should undertake to avoid any implication that he or she is speaking on behalf of the institution.

Section 3. No individual shall be excluded from initial appointments to academic rank, from continuation of appointments, or from academic tenure, nor shall any individual have his or her appointment terminated before the end of his or her stated term or have his or her academic tenure terminated because of his or her views or associations.

I. D. DISSENT

(Source: Minutes of the Faculty, June 27, 1986)

"The faculty affirms that it has not changed its policy as expressed in the following statement:

Reed College considers the right of free speech, and therefore, that of dissent, to be fundamental to its life as an academic community. The exercise of the right of dissent is not something to be grudgingly tolerated, but actively encouraged. The boundaries of dissent stop at the point where the exercising of it, and the decisions accompanying the exercise, are denied to others. Accordingly, protests or demonstrations shall not be discouraged so long as neither force nor the threat of force is used, and so long as the orderly processes of the College are not deliberately obstructed. Physical obstruction, the threat and use of force in the interest of dissent, are things which cannot be tolerated in an academic community, and those engaging in it must be regarded as having violated conditions fundamental to the preservation of its integrity and of its very life.

Further, at this College, such acts, striking at the heart of the Community by denying it the functions for which it is organized, constitute a violation of the Honor Principle. Accordingly, persons proved by the Judicial processes of the Community to have engaged in such acts will be considered to have committed honor violations."

I. E. HONOR PRINCIPLE

(Source: the Reed College Catalog 2006-2007)

Since the college's founding, members of the Reed community have described the honor principle as one of the most important and distinctive features of the college. Its origins can be traced to the first class of Reed students, who "voted to relieve the faculty of the burden of enforcing honesty in ... tests, and agreed to make it a 'point of honor' not to cheat in examinations." In 1973 the faculty adopted a more explicit statement about the honor principle that reconfirmed the community's statement about the honor principle that reconfirmed the community's responsibility for "maintaining standards of honesty and mutual trust in their academic and social lives.... The honor principle also demands the respectful concern of each person for the other, and exercise of conscientious judgment in all actions toward individuals and their property." This statement continues, "Although the colleges does not call upon its members to sign a pledge of honor, it does recognize the necessity for tacit agreement of all its members to support the honor principle by governing their own conduct in accordance with its spirit, [and] by respecting regulations which the community has established."

The preamble to the current community constitution applies to all students, faculty members, and staff members. It states, "We declare our commitment to responsible and honorable conduct in academic and community affairs, and we reaffirm one another's rights to freedom of inquiry and expression in coursework, scholarship, and the day-to-day life of the Reed community. Since such freedom requires an atmosphere of trust and mutual confidence, we further declare that dishonesty, intimidation, harassment, exploitation, and the use or threat of force are incompatible with the preservation of this freedom."

An honor council composed of equal numbers of students and members of the faculty and staff is responsible for educating members of the Reed community about the meaning and importance of the honor principle. It also provides advice to those seeking resolution of grievances or initiating a judicial board case, takes cases forward when the community's rights have been violated, and may provide mediation in resolving problems. A student judicial board has primary responsibility for adjudicating formal complaints against students.

II. A. THE FACULTY

(Source: Faculty Constitution, Article I, Section 1)

The Faculty of Reed College shall consist of academic members and administrative members as follows:

A. Academic members shall include:

Each member of the teaching or research staff who hold academic rank, including those on visiting appointments and those on sabbatical and leave but excluding emeritus faculty. "Academic rank" means the rank of Assistant Professor, Associate Professor, or Professor.

B. Administrative members shall include:

1. The President, Dean of the Faculty, Vice-Presidents, Librarian, Registrar, Chief Technology Officer and Dean of Admission.
2. Each member appointed to the faculty with the title of Assistant Director, Associate Director or Director, including those on "Acting" or "Visiting" appointments.
3. Administrative officers appointed to membership in the Faculty by the President with the approval of the Committee on Advancement and Tenure for one-year terms that shall not be extended except after discussion with the Faculty.

II. B. CONDITIONS OF APPOINTMENT

(Source: Rules of Procedure, B)

Section B-1. The precise terms and conditions of every appointment or reappointment shall be stated in writing and be in possession of both the Faculty member and the College before the appointment is consummated. There are three types of appointment contracts, tenure track, tenured and visiting (as described in Article IV, Section 4 of the Faculty Constitution).

Section B-5. [Except for matters covered by Section B-3 above] the College shall notify all Faculty members not later than May 15 of each year concerning their status for the next academic year, including rank and (unless unavoidable budgetary conditions forbid) prospective salary.

Section B-6. Objections to any decision affecting employment status pursuant to Article 6, Section 5 of the Faculty Constitution must be presented to the Committee on Advancement and Tenure within thirty days of the date of notification of the action. If the matter is not satisfactorily resolved within two weeks, an appeal to the Appeals and Review Committee may be initiated by written statement of intent.

II. C. TENURE

(Source: Faculty Constitution and Rules of Procedure)

Faculty Constitution: Article IV

Section 3. An academic member of the Faculty on regular appointment shall be notified whether or not he or she has been granted tenure at the end of his or her probationary period. The normal probationary period shall be six years of appointment (either tenure track or visiting) at Reed College at the rank of Assistant Professor of higher. The probationary period must include at least eight semesters of full-time teaching at Reed that have been completed prior to the semester in which CAT tenure evaluation occurs. If at least eight semesters of full-time teaching at Reed have not been completed prior to the semester in which the tenure evaluation is scheduled to occur, the probationary period will be extended-hence the tenure evaluation delayed-so as to permit the completion of the required number of semesters.

A. For faculty who, prior to joining the Reed faculty, have held a full-time teaching appointment at a college or university that awards a baccalaureate or higher degree, the normal probationary period may be reduced by one year, and the full-time teaching requirement reduced by two semesters for each year of prior full-time teaching, except that in no case will a tenure evaluation occur until the faculty member has completed at least four semesters of full-time teaching at Reed.

B. For faculty who have not held a previous full-time teaching appointment at a college or university that awards a baccalaureate or higher degree but who have held, at such a college or university, either one or more previous full-time full-year post-doctoral research appointments or one or more previous full-time full-year appointments involving a combination of teaching and post-doctoral research, the normal probationary period may be reduced by one year and the full-time teaching requirement reduced by two semesters.

C. For faculty who have held a previous full-time teaching appointment at a college or university that awards a baccalaureate or higher degree and have also held either one or more previous full-time full-year post-doctoral research appointments or one or more previous full-time full-year appointments involving a combination of teaching and post-doctoral research, the normal probationary period may be reduced by one year for each year of such full-time appointment, except that in no case will a tenure evaluation occur until the faculty member has completed (1) at least four semesters of full-time teaching at Reed if the previous experience includes two or more years of full-time teaching or (2) at least six semesters of full-time teaching at Reed if the previous experience includes one year of full-time teaching.

D. The decision as to whether or not to reduce the probationary period and the full-time teaching requirements in accordance with Sections A, B or C must be communicated by the faculty member to the Dean of the Faculty no later than during the semester immediately following the faculty member's first full evaluation (which itself normally occurs in the Fall semester of the second year of the faculty member's appointment).

E. The normal probationary period of six years may be extended by one year for each parental leave that a faculty member requests and receives in accordance with college policy. In such cases, the decision as to whether or not to extend the probationary period must be communicated by the faculty member to the Dean of the Faculty as part of the formal leave request.

Rules of Procedure

Section B-4. Once a Faculty member has acquired academic tenure, the presumption of both the Faculty and the College is for continuation of service from year to year in the absence of written notice to the contrary. The College will provide annually a statement of the salary established for the ensuing year and, as occasion requires, written notice of promotions and of other specific changes of terms, such as approval of leaves.

Section B-7. Normally, academic tenure will apply only to full-time academic members of the Faculty, but it may occasionally be desirable to accord it to personnel having additional employment outside the College. A Faculty member having academic tenure who reduces his or her employment at the College to a continuing part-time basis shall not necessarily lose his or her status of academic tenure as a result. All special cases involving part-time employment shall be accepted or rejected on their individual merits.

Section B-8. An individual on academic tenure will retain such status during official leaves of absence.

II. D. TERMINATION

(Source: Rules of Procedure and Faculty Constitution)

Rules of Procedure, I:

Proceedings for termination because of financial exigency shall be carried out as follows:

Section I-1

- a. The existence and extent of a bona fide financial exigency shall first be discussed with the Faculty and all means of meeting the exigency shall be analyzed.
- b. Only after consultation with the Committee on Academic Policy and Planning, the President or the Board of Trustees may carry out the termination.
- c. The person terminated may, after receiving notice of termination, request a written statement from the President giving the reasons for his or her being selected for termination and may appeal the decision to the Appeals and Review Committee. In event of appeal, the person terminated may make such written or oral presentation as he or she desires and may present witnesses and other evidence in his or her behalf. He or she may be accompanied by an academic advisor or legal counsel of his or her own choosing or both.
- d. The Board of Trustees shall fix the financial arrangements with respect to termination. In the case of tenured Faculty, the individual shall receive 12 months' salary from the date of termination at his or her prevailing rate; however, the College and the individual shall use reasonable efforts to obtain another position for the individual and, if another position is obtained, the termination pay shall cease when pay from the new position begins.

Rules of Procedure, B:

Section B-2. Notice that a tenure track appointment for a fixed term will not be renewed or extended shall be given to the Faculty member in writing as soon as such decision is made and, unless delay is caused by a bona fide emergency situation, shall also be in accordance with the following schedule:

- a. If the individual has been a member of the Faculty for less than two years, as early as possible before the beginning of the Christmas recess of the last year of his or her appointment.
- b. If the individual has been a member of the Faculty for two or more years, at least 12 months prior to the date of termination of his or her appointment.

Faculty Constitution, Article VI:

Section I. Termination of the appointment of any academic Faculty member on academic tenure, or of any other academic Faculty member prior to the end of the term for which he or she was appointed, shall be only on the basis of:

- A. Academic cause, which means service falling significantly below the standard which the College may reasonably expect of a person holding the academic rank attained, as such standard is defined according to the criteria set forth in Article III-2.
- B. Physical or mental disability of such a nature as to produce academic cause as defined in paragraph A.
- C. Personal conduct in flagrant conflict with the purposes of teaching and scholarship.
- D. Bona fide financial exigency of the College.

Section II. The President and the Board of Trustees recognize the necessity for judgment by an academic Faculty member's colleagues prior to a decision on termination of appointment. Proceedings to terminate an appointment shall be governed by the Faculty Rules of Procedure.

II. E. RESIGNATION

(Source: Rules of Procedure, D)

Section D-1. A Faculty member who contemplates resigning or is seriously negotiating other employment shall not delay informing the College of his or her intentions longer than is necessary to protect his or her rights and convenience in seeking employment.

Section D-2. A Faculty member who concludes a binding agreement to accept employment elsewhere is obligated to notify the College immediately.

Section D-3. Except in emergency situations, a Faculty member is under obligation not to submit a resignation less than six weeks before the end of spring semester to take effect at the end of the academic year. If such a resignation is submitted, the College may refuse to accept the resignation and the Faculty member is obligated to conform to the College's decision.

II. F. RETIREMENT

(Source: Rules of Procedure, E)

Section E-2. A Faculty member is under no obligation to accept a deferment of retirement beyond the mandatory retirement date or to accept special re-employment after retirement, and the College is under no obligation to continue a Faculty member's appointment past the mandatory retirement date, which is on the 31st day of August next following his or her seventieth birthday.

Section E-3. A Faculty member on extended appointment beyond the mandatory retirement date shall not be eligible to be Chair of a department or division, a member of the Committee on Advancement and Tenure, a member of the Committee for Academic Policy and Planning, or a member of the Appeals and Review Committee.

Section E-4. The College may retire a Faculty member for reasons of health before his or her normal retirement date whether or not the individual requests it. As an alternative in such cases, the College will consider the provisions of Article C-4 before taking such action. If there is disagreement as to the Faculty member's ability to continue, he or she may appeal to the Appeals and Review Committee.

Section E-5. Early retirement at the request of the Faculty member may be approved by the College.

II. G. VISITING FACULTY

(Source: Faculty Constitution IV, Article 4)

Section 4. A temporary academic faculty appointment, such as for sabbatical or leave replacements or for positions that are not funded beyond a fixed term, shall be designated as "visiting."

- A. Appointments for visiting faculty members shall not be extended beyond full-time service for five years.
- B. Faculty members on visiting appointments shall not be considered for tenure. Should a decision be made to change the visiting appointment to a regular appointment, provisions of [Section 3 and subsections A-D above] become applicable.

II. H. CRITERIA AND STANDARDS FOR EVALUATION

(Source: Resolution of the Faculty, April 11, 1994)

Section III-D-3 Criteria of Evaluation: Decisions about the performance of individual members of the Faculty are by necessity matters of judgment, as they are based on standards of performance that cannot be measured precisely. They result from the deliberations of the Committee on Advancement and Tenure and the President, conducted according to criteria and procedures approved by the Faculty (see section III-D-4). Every Faculty member is expected to submit a self-evaluation at each review, assessing his/her own performance. The Dean of the Faculty discusses the results of the evaluation with the faculty member in a timely manner and conveys any suggestions, comments, or requirements decided upon by the Committee on Advancement and Tenure.

With each successive evaluation leading to the tenure decision, evidence of excellence and potential for continued development must be consistently or increasingly strong. Evidence for a positive tenure decision must be clear and convincing. Performance which may be described as good but not exceptional is not enough for a positive tenure decision. The granting of tenure requires a compelling affirmative case; it reflects outstanding achievement and the promise of continuing distinction throughout the candidate's academic career.

The criteria for appointment and evaluation of faculty are stated in Article IV of the Faculty Constitution:

Section 1. The mission of Reed College is to provide a serious and systematic program of undergraduate education in the liberal arts and sciences. Academic faculty at all ranks are appointed initially on the basis of their potential for outstanding contribution to this goal, based on the criteria of Article IV, Section 2. Academic faculty are evaluated for advancement (continuation of appointment, promotion in rank and salary, or granting of academic tenure) on the basis of demonstrated achievement and promise of continuing contribution to this goal, based on the criteria of Article IV, Section 2.

Section 2. The criteria for academic Faculty appointment and advancement are listed below, in rank order of importance. Demonstrated achievement in both teaching and scholarship as defined below is expected of all Reed faculty. Community service is a secondary consideration; high levels of achievement on this criterion alone are not sufficient for advancement. However, unsatisfactory community service can be sufficient for denial of advancement. All of the criteria below require performance conducted in a professional manner.

1. *Effectiveness of teaching*, including, as appropriate, conference leadership, lecturing, laboratory teaching, studio teaching, curriculum development, thesis advising and general academic advising.
2. *Scholarship*, defined as knowledge and understanding of, and active engagement with, the materials of one's discipline and, where appropriate, of related disciplines.
3. *Service* to the Reed community (and to external communities where relevant) through department and committee work, or through activity that fosters and enhances the quality of the intellectual community.

Candidates who have not completed the terminal degree in their field at the time of the tenure decision shall not normally be eligible for tenure.

Letters from colleagues provide important evidence regarding all of the above criteria. These letters are most useful when they contain evidence based on first hand knowledge of and experience with the candidate's work and when specific examples are provided. Indirect evidence may be useful when the sources of the information are indicated. Every faculty member is expected to participate conscientiously in the evaluation of his/her colleagues.

Effectiveness of teaching is judged by the Committee on Advancement and Tenure also on the basis of:

1. Syllabi, curriculum proposals and other materials relating to teaching, provided by the Faculty member whose work is being evaluated. When appropriate-and always at the time of the tenure review-such materials will be submitted by the Committee on Advancement and Tenure for external peer review and evaluation.
2. Systematic surveys of student judgments of their experiences with individual members of the faculty for every course taught for credit including conferences, lectures, seminars and labs, using instruments approved by the Faculty and administered by the Dean of the Faculty.
3. Systematic surveys, requested by the Dean of the Faculty, of all thesis advisees.
4. Letters received by the Office of the Dean of the Faculty from individual students.

Reed is an intellectual community, in which the primary purpose of scholarship is the enrichment of the curriculum and the stimulation of the intellectual life of the community at large. One important indicator of scholarship is written material or, where appropriate, performance or exhibit that has been subjected to peer review. This includes both substantive contributions to the field and pedagogical works, such as textbooks. However, publication is only one form of scholarship, and superior scholarship can manifest itself in various ways. Externally reviewed publications, performances or exhibits are neither necessary nor sufficient for demonstrating scholarly excellence. In the absence of externally reviewed materials, there must be evidence from colleagues regarding knowledge and understanding of one's field and related fields, or evidence of other forms of professional engagement (for example, review of manuscripts, participation as a discussant or commentator at professional meetings, or the development of effective teaching methods). When appropriate-and always at the time of the tenure review-external peer review and evaluation of scholarship will be solicited by the Committee on Advancement and Tenure (see III-D-4-a(5)).

Reed is a self-governing intellectual community, and every Faculty member is expected to contribute in some way to its enrichment. The most familiar form of community service are participation in departmental and divisional work and participation on standing and special committees. The President and the Committee on Academic Policy and Planning are responsible for appointments to committees and for assuring that every member of the Faculty has sufficient opportunity to serve. The quality of contribution is judged on the basis of testimonials by colleagues and committee members and any written materials that contributed to the work of the department, division, or committee. Other forms of community service include participation in professional organizations and performance, exhibit, lectures or the organization of these and similar activities. Lectures, performance and exhibition are understood to be important components of scholarship as well.

II. I. RECONSIDERATION

(Source: Minutes of the Faculty, April 11, 2005)

A faculty member may ask the Committee on Advancement and Tenure to reconsider any decision affecting his or her employment status, pursuant to Article VII, Section 5 of the Faculty Constitution. Seeking a reconsideration is a two-step process. First, the faculty member must submit a request for reconsideration, in writing, within thirty days of the notification of the decision. Second, the faculty member must provide the Committee with a written statement indicating why he or she believes the original decision to have been in error. In preparing his or her statement the faculty member shall have the right to a copy of the file upon which the decision was based, along with a copy of the report to the President required by Article VII, Section 2 of the Faculty Constitution, with the following exceptions: letters in the file from faculty members and from external evaluators will be edited to remove references that might tend to identify the writers, and qualitative (open-ended) course evaluation sheets and letters from both current and former students will be removed entirely. If the faculty member chooses to look at the file, all faculty members and external evaluators who have contributed letters to the file will be notified of this fact. The faculty member's written statement should be submitted either within thirty days after he or she has requested reconsideration or, in cases where the faculty member has also asked to have a copy of the file upon which the decision was made, within thirty days after having received that copy, whichever comes later. The statement may include requests for CAT to seek additional information, including new letters of evaluation from Reed faculty who may not have written letters for the original file or clarifying letters from Reed faculty who did write letters for the original file. The statement may also direct CAT's attention to, but should not include or be accompanied by, documents or other additional material not already contained in the original file.

On the basis of the faculty member's written statement, the Committee will decide whether it will reconsider the case. Reconsideration will occur only when there is, in CAT's view, a reason to believe that the original decision was significantly based on misconstrued, incomplete or faulty evidence. If the Committee chooses not to reconsider, it will indicate as much to the faculty member in writing. If it chooses to reconsider, it will describe in writing to the faculty member the form that the reconsideration will take.

Reconsideration shall involve a review of the original file, and may also involve requests by CAT for additional information from the faculty member and for amplifying letters of evaluation from faculty who already have letters in the file. Further, reconsideration may include, in the rare case, requests by CAT for letters of evaluation from faculty who did not write letters for the original file or a solicitation by CAT of letters of evaluation from all faculty members. However, no unsolicited materials will be accepted, and no new student letters or quantitative evaluations will be solicited or accepted. Once the reconsideration has been completed, the Committee will make a recommendation to the President. In all cases, the Committee will make every effort to ensure that the faculty member is informed of its decisions in a timely manner. Normally, a decision will be reached within 30 days after CAT has received all newly solicited material.

At any time during the process, the faculty member may initiate an appeal to the Appeals and Review Committee by written statement of intent. In the event of an appeal, the Committee on Advancement and Tenure shall submit a written statement on the case to the Appeals and Review Committee. The Appeals and Review Committee will decide if the procedures followed in the case by the Committee on Advancement and Tenure were fair and adequate and if the decision is supported by substantial evidence.

II. J.1 SALARY SCALE

(Source: Office of the Vice President/Treasurer, June, 2009)

	<u>Rank</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>
	65			122,300	129,665	133,555	134,890
	64			117,820	125,060	128,810	130,100
	63	106,990	110,200	113,505	120,625	124,245	125,485
	62	103,070	106,160	109,345	116,350	119,840	121,040
	61	99,285	102,265	105,335	112,230	115,595	116,750
	60	95,650	98,520	101,475	108,265	111,515	112,630
	59	92,140	94,905	97,750	104,440	107,575	108,650
	58	88,810	91,475	94,220	100,810	103,835	104,875
	57	85,580	88,145	90,790	97,285	100,205	101,205
	56	82,460	84,935	87,485	93,890	96,705	97,670
	55	79,465	81,850	84,305	90,625	93,345	94,280
	54	76,570	78,867	81,235	87,470	90,095	90,995
	53	73,810	76,025	78,305	84,460	86,995	87,865
Professor	52B	70,860	72,985	75,175	81,240	83,675	84,510
	52A	70,860	72,985	75,175	81,240	83,675	84,510
	51	67,995	70,035	72,135	78,120	80,465	81,270
	50	65,580	67,545	69,570	75,485	77,750	78,530
	49	63,220	65,115	67,070	72,915	75,100	75,850
Associate Professor	48B	60,720	62,540	64,415	70,185	72,290	73,015
	48A	60,720	62,540	64,415	68,185	70,230	70,930
	47	58,305	60,055	61,885	65,555	67,520	68,195
	46	56,235	57,920	59,660	63,300	65,200	65,850
	45	54,240	55,865	57,540	61,120	62,955	63,585
	44	52,355	53,925	55,545	59,070	60,840	61,450
Assistant Professor	43	50,510	52,025	53,585	57,060	57,770	59,360
	42	48,755	50,220	51,725	55,145	56,800	57,370
Instructor	41	47,080	48,490	49,945	53,320	54,920	55,470

II. J. 2 RANKS 64 AND 65

(Source: Minutes of the Committee on Advancement and Tenure, September 29, 1998, revised by the faculty on January 30, 2006)

It is CAT's view that the normal top rank of the salary scale is step 63. CAT also recognizes, however, that in certain cases it may be appropriate to advance a very senior faculty member to step 64 and, perhaps eventually, to step 65. Such cases should be limited to faculty members whose performance over the years has been unusually distinguished and whose recent performance has continued to be outstanding. Even in such cases, it is understood that advancement into these ranks should generally occur more slowly than normal merit increases.

II. J. 3. SALARY FOR ADJUNCT FACULTY

(Source: Minutes of the June 9, 1993 CAPP Budget Advisory Subcommittee)

The following is the pay scale for faculty teaching a single course during the 2008-09 academic year. It is adjusted for inflation each year according to the adjustment made to the normal faculty salary scale. The amounts reflect .11 of the minimum and maximum of each rank of the salary scale. Emeriti teaching a single course are paid in the full professor range.

Rank	Minimum	Maximum
Professor	9,665	14,837
Associate Professor	8,031	9,296
Assistant Professor	6,529	7,802
Instructor	6,101	6,310

II. K. FACULTY SEARCHES

(Source: Approved by CAPP and CAT, August 2001)

The Committee on Academic Planning and Policy and the Committee on Advancement and Tenure request that all searches be conducted according to the following policies and procedures. We ask that you review them carefully. If you have any questions, please call the dean of faculty at extension 7257. Jo Cannon (Eliot 422, extension 7545) is responsible for supporting the work of search committees.

Proposing a Search

When a department wishes to replace a departing faculty member, either temporarily or permanently, or appoint additional faculty, the department chair-writing on behalf of the department-should request such authorization from CAPP. The request should contain a suggested position description, including reference to Ph.D. or other terminal degree, identification of the position as tenure track or visiting, proposed rank, and specification of fields. It is useful for chairs to suggest members for the search committee.

If the vacancy is the result of a request for sabbatical or leave, the proposed search will have to be justified according to Section 11 of the policy on sabbaticals and leaves, adopted by the faculty on February 3, 1997. According to that policy: "Faculty members on sabbatical or leave, especially sabbaticals or leaves of one semester, will be replaced only if compelling curricular needs or enrollment pressures so dictate. A department in which a faculty member is contemplating leave or sabbatical will be expected to justify requests for replacement positions and to provide two hypothetical scenarios for its program during the period in question: one in which the faculty member is replaced, and another in which no replacement is available."

Search Candidates from Under-represented Groups

Under policy adopted by CAPP at its meeting on October 3, 2005, all job descriptions should be forwarded both to CAPP and to the Ad Hoc Committee on Diversity. The Ad Hoc Committee on Diversity will offer its advice to CAPP and/or the search committee with a view toward maximizing the number of candidates from under-represented groups. This advice might pertain both to the job description or definition of the position and to the placement and distribution of the announcement. Final decisions about job descriptions or position definitions will continue to rest with CAPP.

Pursuant to a recommendation from CAPP, CAT will include a member of the Ad Hoc committee on Diversity on selected search committees. That member would be particularly responsible for ensuring that the search maximize efforts to attract, and ideally to hire, candidates from under-represented minorities. As noted below, search committees are required to submit an Equal Opportunity Employment Report.

With respect to placement and distribution of announcements, the dean's office has developed a list of resources-newsletters, list-servs, etc.-that might be of use. Please consult with Karin Purdy about how best to ensure that candidates from under-represented groups are aware of our search and are encouraged to apply.

Search Committees

If CAPP and the president approve the request, the Committee on Advancement and Tenure (CAT) and president designate a search committee composed of member(s) of the department, faculty members from outside the department, and a member of CAT. In a tenure-track search, if a member of CAT sits on the search committee as a representative of the department, an additional CAT member ordinarily will be added to the committee.

Identifying Candidates

All tenure-track positions should be advertised nationally. The search committee convenes to prepare a formal job description, including reference to Ph.D. or other terminal degree, identification of the position as tenure track or visiting, proposed rank, description of appointment (specification of fields, likely courses to be taught, senior thesis advising), materials to be sent with application (c.v., letter stating teaching and scholarly or creative interests, letters of recommendation or names of three people willing to write), EOE, closing date for applications, and name of the search committee chair to whom all information is to be sent. A copy of the job description as approved by the search committee should be sent to CAPP for comments and final approval before being placed. It is also distributed to the entire faculty in as timely a manner as possible.

Search processes must adhere strictly to formal procedures or guidelines as specified by many learned societies. But this does not preclude members of search committees from making efforts to identify attractive candidates who might otherwise not apply. Search committees may feel free to contact colleagues or departments at other institutions with information about openings at Reed, with the understanding that, in the end, all candidates will be evaluated without prejudice and in a fair and professional manner.

The search committee determines policies to be followed at each stage of the search: where to place ads; what institutions to contact, if any; professional meetings to be visited and by whom; the process by which files are read and choices made; the timing of visits, etc. We hope to insure the broadest possible pool of qualified candidates, and this means that special consideration should be given to placement of the ad where it will be seen by women and minorities.

Reviewing Files and Interviewing Candidates

The dean's office normally provides all support for searches. Staff will:

- Place ads
- Set up files for applicants and acknowledge receipt of applications
- Announce each candidate's visit and arrange lodging
- Reserve rooms for seminar and lunch with students
- Schedule interviews with faculty and administration
- Prepare information packet for each candidate
- Authorize disbursements
- Send rejection letters after search is concluded

Following the application deadline, all folders should be made available to the full committee. Committees may find it desirable to share file reading chores and make preliminary discriminations; hence, it may not be necessary for all committee members to read all files. If it becomes clear that a visiting faculty member is applying for a tenure track position, the Dean, after examining the faculty member's file and in consultation with CAT, will send a letter early in the search process to the search committee. The letter will describe in general terms the quantitative and qualitative student evaluations contained in the candidate's file. All internal candidates will be informed of this procedure.

In some disciplines, it is appropriate to conduct initial interviews at annual meetings of national learned societies. Requests for search committee members to attend such meetings should be forwarded to the dean's office as early in the search process as possible.

The full committee must meet to select candidates to be invited to the campus. For most tenure track searches, the normal expectation is that three candidates will be interviewed on campus. If search committees wish to invite fewer or more than three, this should be discussed in advance with CAT. Searches for visiting positions should be pursued with vigor, but the investment in such searches may be

less than for permanent positions. Whenever possible, visiting positions should be filled by interviewing no more than two candidates.

The chair of the search committee should work with the dean's office to schedule visits. The president, if available, will interview candidates for tenure-track positions. The dean will meet with every candidate, if at all possible.

Decisions

The search committee will make a final recommendation after the visits have been completed. Faculty and student response to the candidates and their seminars should be made available to the full committee. The chair will produce a written report for the president and the CAT supporting the choice. A draft of this report must be circulated to all members of the search committee for their timely comments before the final recommendation is submitted, along with the supporting documents, to CAT. Members of the committee not in agreement with the majority may submit a minority report. Any minority report from a member of a search committee must be circulated to the search committee and submitted along with the committee's report. The Dean will inform the chair of the committee of CAT's decision as soon as possible.

The rank ordering of candidates, the rejection of an offer by a candidate, and other matters relating to the evaluation and relative standing of the candidates who are finally appointed should be considered by search committee members as strictly confidential and should not be discussed with other faculty members or members of CAT.

It should be obvious that under no circumstances should any member of a search committee make representations to a candidate about his/her future at the College beyond the statement used in the officially authorized job description. No matter how such statements are qualified, they may be misread and subsequently generate frustration and embarrassment for all concerned.

Deferred appointments (from CAPP minutes of February 21, 2000)

Deferments are not encouraged and will be reviewed by CAPP and CAT on a case-by-case basis. CAPP views the following factors as important when reviewing deferment requests

1. The candidate represents the best appointment for the position
2. The candidate will be engaged in extraordinary research opportunities
3. The deferment will result in minimal curricular impact to the department and college.

GUIDELINES FOR EXPENSES

1. Candidates may arrange travel through their own agent or use Ellis-Ranian (tel: 503/671-9111 or 800/671-9116). Lodging is provided at a local hotel. Travel and other reasonable and necessary expenses incurred by the candidate (but not family members) will be reimbursed to the candidate by the College. Candidates should provide receipts to the dean's office for reimbursement.
2. If a candidate is planning to visit more than one college in the area, visit dates should be coordinated so that expenses can be split.
3. The college will pay a maximum of \$250.00 per candidate for entertainment expenses. This \$250.00 may be distributed among breakfasts, lunches, and dinners as the committee feels appropriate, and must include the cost of the candidate's meals. Expenses in excess of \$250.00 will not be reimbursed. The chair (or committee member who organizes the affair) is responsible for collecting money from colleagues if expenses exceed this maximum. The cost of meals for spouses of faculty is not reimbursable and may not be included in the \$250.00. Receipts should be submitted to the dean's office. Chairs of committees are responsible for monitoring entertainment expenses for each candidate so they can advise their colleagues of the amounts available.

4. The designation of search committee members to attend national professional meetings for the purpose of interviewing candidates must be worked out in advance with the Dean of Faculty. In general, this is useful only if there is sufficient lead time to allow a selection to be made on the basis of completed dossiers. Searches should be planned with that in mind. The restrictions applicable for faculty travel to professional meetings apply to airfare reimbursement for such trips. The College will pay all other necessary travel and lodging expenses upon submission of receipts.

EQUAL OPPORTUNITY

The College maintains summary records on all employment actions for academic personnel in the dean's office. An equal opportunity employment form is attached. If there are any questions about the procedures, please discuss them with the dean.

The following actions are required of search committees:

1. Make every effort to insure that the applicant pool includes women, African-Americans, Asians, Native Americans, and Hispanic individuals. It is the expectation that a normal search will include minority and female candidates. This means that, in addition to letters to those institutions that normally supply candidates, we must also utilize other recruitment channels to make certain that qualified women and the designated minorities are aware of faculty employment opportunities at Reed. The dean will assist search committee chairs in making appropriate contacts.
 - a. Letters to women's and minority institutions.
 - b. Advertisements in professional journals and job registries.
 - c. Letters to women's and minority organizations that have been established in different professions.
 - d. Letters to individuals who may know qualified women and minorities.
2. All announcements of position vacancies should include the statement that "An Equal Opportunity Employer, Reed values diversity and encourages applications from underrepresented groups."
3. Search chairs must maintain complete records of search correspondence. Copies of all search letters should be given to the dean's office. Upon completion of the search, all materials should be transferred to that office; this would include files of all candidates, comments from students and faculty, recommendation of the search committee to CAT, EOE reports, names of applicants interviewed off campus, copies of all published ads, and the c.v. of the successful candidate.
4. After the position is filled, the chair should fill out the attached equal opportunity employment report form summarizing the search committee's action and give it to the dean. Additional copies of the form are available from the dean's office.

CRITERIA FOR SELECTION AND EVALUATION OF FACULTY STATEMENT OF EQUAL OPPORTUNITY AT REED COLLEGE

The criteria for selection of faculty are clearly laid out in the Faculty Constitution and Bylaws of the Faculty of Reed College, Article IV, Section 1: "The mission of Reed College is to provide a serious and systematic program of undergraduate education in the liberal arts and sciences. Faculty at all ranks are appointed initially on the basis of their potential for outstanding contribution to this goal...."

The selection of new faculty members, and subsequent evaluations, are based upon individual merit and not upon race, color, sex, religion, age, national or ethnic origin, veteran's status, disability unrelated to job requirements, or any other unlawful basis, nor upon sexual orientation or political beliefs.

REED COLLEGE
EQUAL OPPORTUNITY EMPLOYMENT REPORT

Faculty Search Committee Chair:

Department:

Title of Position:

Description of position:

Employment search action (agencies notified, ads placed, etc.):

DATE	AGENCY, PUBLICATION, OR ACTION
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No. male applicants: _____

No. female applicants: _____

Please complete the following section only for those candidates who are interviewed by phone, at a convention, or on campus.

Minority (Native-American, African-American, Asian, Hispanic) and Women Candidates:

NAME	CATEGORY	EVALUATION & ACTION
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Person employed:

Reasons for hiring this candidate are provided in the search committee's recommendation to CAT.

Your name:

Date:

III. B. FACULTY ACTIVITIES

(Source: Rules of Procedure, A)

Section A-1. In principle, the College encourages Faculty research and participation in professional, educational, and public activities beyond the classroom, and it is the responsibility of the Faculty member to determine that such activities do not interfere with the fulfillment of his or her other obligations to the College.

Section A-2. The Faculty member is obligated to keep the College informed of major outside commitments to teaching, lecture programs, consulting activities, and other employment and to discuss in advance with the Dean of the Faculty any such commitments which involve the use of College facilities or significant amounts of Faculty time.

Section A-3. No formal application shall be finally submitted for a research grant or other grant that is to be administered by the College except after approval by the President.

III. C. ABSENCES BY FACULTY

(Source: Rules of Procedure, A)

Section A-1. In principle, the College encourages Faculty research and participation in professional, educational, and public activities beyond the classroom, and it is the responsibility of the Faculty member to determine that such activities do not interfere with the fulfillment of his or her other obligations to the College.

Section A-2. The Faculty member is obligated to keep the College informed of major outside commitments to teaching, lecture programs, consulting activities, and other employment and to discuss in advance any with the Dean of the Faculty such commitments which involve the use of College facilities or significant amounts of Faculty time.

III. D. COURSE LOADS

(Source: CAPP minutes, April 10, 2000 and April 26, 2004)

The normal course load for Reed College faculty is five semester courses per year or the equivalent. Generally, any semester course that carries one Reed unit of credit is considered a single semester course. Each semester of Humanities 110 is understood to count as 1.5 courses. CAPP is also broadly concerned to encourage conference or laboratory teaching, except where other kinds of teaching are more appropriate. For this reason, a single course in one semester that is taught in two separate conferences because of large enrollments may count as two courses. Variations from the five-course model may be possible, but need to be approved by CAPP in light of the best interests of the academic program. CAPP understands, further, that the good health of the academic program or considerations of equivalency may require that departments currently having six-course loads maintain such loads for the foreseeable future.

Departments may request that course loads for first-year tenure-track faculty be reduced by one course. Any such request must be accompanied by a statement from the department regarding curricular implications. In cases where reduced course loads have been approved for first-year tenure-track faculty, each such faculty member will be expected to assume a normal load of committee assignments, as determined by CAPP.

-continued-

For faculty who are teaching half-time in a particular year-either because of a sabbatical, paid leave, family or parental leave, or unpaid leave-it is expected that their course load during that year will be no less than two and one-half courses or the equivalent. Alternative arrangements-perhaps involving a balance of course-loads over a number of sabbatical- or leave-affected years-will be considered by CAPP on a case-by-case basis and in light of implications for the quality of the academic program.

III. E. PART-TIME LEAVES AND APPOINTMENTS

(Source: Minutes of the Faculty, November 25, 1996)

Reed College is committed to excellence in undergraduate education. Although in general faculty on full-time appointments best achieves this, there are circumstances in which part-time appointments are necessary or appropriate. When asked to authorize part time appointments, CAPP will consult with affected departments and programs so as to minimize disruption to students, curriculum, and colleagues, and to avoid situations that have the potential of exploiting the appointee. A statement must accompany the request for leave from the department responding to the request and stating how the required coursework and advising will be covered. With this in mind, CAPP has adopted the following guidelines:

- I. **Part-Time Leave for Regular Faculty.**¹ Note that full-time leave for one semester or more is covered by other College documents, and is not at issue here. Requests for part-time leave will be considered under the following circumstances:
 - A. **Leave consistent with the Family and Medical Leave Act**

Faculty members granted part-time leave under categories 1-3 are eligible under some circumstances for remuneration; further details are available from the Dean of the Faculty.

 1. **Medical.** A faculty member experiencing temporary or chronic medical problems may apply for part-time status. Consistent with the requirements of doctor/patient confidentiality, the faculty member must assure CAPP both that the condition is serious enough to warrant this remedy and that it is not so debilitating as to compromise performance at the reduced level. Such leaves will be granted for a fixed term only, but may be renewed, when appropriate, in the case of chronic illness.
 2. **Pregnancy.** Pregnant faculty members may request part-time status for one semester or in some cases a full year.
 3. **Parental.** Faculty members with young children may request part-time leave for purposes of child care. Such leaves will be granted for a fixed term, but may be renewed when appropriate.
 4. **Family.** Faculty with elderly parents or other family members-including spouse-equivalents-requiring special care may request part-time status. Such leaves will be granted for a fixed term only (typically one semester), but may be renewed when appropriate.
 - B. **Pre-Retirement Leave**

In the years immediately preceding a scheduled retirement, a faculty member may request part-time status. This is particularly appropriate in cases where it permits the early appointment of a replacement, affording a period of overlap with maximum curricular continuity.
 - C. **Professional Leave**

Faculty members may request part-time leave for research or other professional activities. Such leave may be requested for one or both semesters in an academic year. The faculty member requesting part-time professional leave must demonstrate that the project is of clear professional benefit to the individual and to the College. The leave must be of fixed duration; salary and benefits will be subject to negotiation with the Dean. Part-time leaves for administrative service to the College will be considered under the same conditions as Professional leaves.

II. Part-time Faculty Appointments

A. Temporary Part-Time Faculty.

Requests for special temporary faculty appointments will be considered under the following circumstances (note that items 1 through 3 fall *outside* the affected department's normal FTE allotment, whereas 4 and 5 come *within* that allotment):

1. **Unanticipated Overenrollments.** Departments are expected to plan ahead, and to make internal staffing adjustments in the face of short term overenrollments. Part-time appointments for this purpose are strongly discouraged, and will be considered only when no other reasonable remedy such as class capping, replication, or temporary overloads is available. In particular, departments seeking such relief must demonstrate that no other department member is in a position to alleviate the problem. Such emergency appointments will be of limited duration, and never for more than one academic year. Chronic over-enrollments will not be covered by temporary part-time appointments; for these, long-term staffing solutions are more desirable.
2. **Post-Retirement.** The Faculty Constitution (Article IV, Section 8) provides that "Upon recommendation of the President, the Board may appoint a retired Faculty member for a limited period to perform limited duties, normally not full time, on special salary arrangements." (Further specifications appear in the Rules of Procedure, Section E, items 2 and 3, and in footnote 2 of this document.)
3. **Extraordinary Opportunity.** In rare circumstances an extraordinary opportunity may arise to enrich the College's academic program by a special part-time appointment, or by authorizing an individual who is not a member of the regular faculty to teach a course. Both CAPP and CAT must approve any such arrangement.
4. **Staffing Emergency.** In the case of death, resignation, or unanticipated leave, where a normal search and regular replacement is impossible, a temporary part-time appointment to fill the vacancy may be considered. Such emergency appointments will be of limited duration, and never for more than one academic year.

- B. **Long-Term Fractional Appointments.** In rare cases, because of unusual disciplinary requirements or enrollment patterns that do not justify a full-time appointment, a department's regular FTE allotment may include long-term fractional appointments. Such cases must be approved by CAPP, the Dean of the Faculty, and the President.

NOTES:

¹ The effect of part-time status on tenure is governed by Section B-7 of the Rules of Procedure: "Normally, academic tenure will apply only to full-time academic members of the Faculty, but it may occasionally be desirable to accord it to personnel having additional employment outside the College. A Faculty member having academic tenure who reduces his or her employment at the College to a continuing part-time basis shall not necessarily lose his or her status of academic tenure as a result. All special cases involving part-time employment shall be accepted or rejected on their individual merits."

² Per-course compensation for "emeritus faculty and faculty hired to fill sudden vacancies because of medical or parental leaves" was established by CAPP in June of 1993 (pursuant to a recommendation from the CAPP Budget Advisory Subcommittee dated 6/9/93) at "1/9 the starting salary for a new assistant professor"-or, more generally, at 1/9 the salary for a full-time faculty member at the appropriate rank. (For emeriti this means 1/9 the regular salary at the rank held at the time of retirement.) Temporary part-time faculty receive no extra compensation for thesis advising. These policies govern normal compensation under items 1-4, but leave to the Dean of the Faculty some discretion in handling special cases.

III. F. EMERITUS FACULTY

(Source: Rules of Procedure and Faculty Constitution)

Rules of Procedure, E

Section E-1. Faculty members whose appointment began prior to September 1, 2001 and who retire both after ten or more years as a member of the Faculty and at the age of fifty-five years or above attain, upon retirement, the title “emeritus” or “emerita” and become eligible for retiree benefits, as specified in written college policies concerning such benefits. Faculty members whose appointment began on or after September 1, 2001 and who retire both after twenty or more years as a member of the Faculty and at the age of fifty-five years or above attain, upon retirement, the title “emeritus” or “emerita” and become eligible for retiree benefits, as specified in written college policies concerning such benefits.

The following policy was approved by CAPP and CAT, February 2009.

CAPP welcomes proposals from departments for courses to be taught by emeritus faculty. All such proposals will be evaluated on a case-by-case basis in the light of established curricular needs and expected curricular benefits. It is unlikely that more than four such courses will be approved in any given academic year; approval of more than four courses would require extraordinary curricular justifications. Proposals should be submitted to the Dean of the Faculty no later than the last day of classes before Spring break of the academic year prior to the year in which the courses would be taught. All proposals must also be approved by CAT. In each case, they must be accompanied by a self-evaluation from the emeritus faculty member. Such evaluations should address the three standard areas of faculty evaluation: teaching, scholarship and service. (The College recognizes that opportunities for emeritus faculty formally to serve the Reed community may be extremely limited. But as always, the College is also interested in broader areas of service, e.g., involving scholarly societies or other relevant professional groups.) It is expected that emeritus faculty who teach courses will distribute to students the standard evaluation forms and, as with any other course, provide students an opportunity to complete those forms.

III. G. ENDOWED CHAIRS

(Source: Dean of the Faculty, June, 2009)

A. A. Knowlton Professor of Physics	Nicholas Wheeler
Arthur F. Scott Professorship of Chemistry	Ronald McClard
Cornelia Marvin Pierce Professor of History and Humanities	Jacqueline Dirks
David W. Brauer Professor of Physics	John Essick
David W. Brauer Professor of Physics, Emeritus	Robert Reynolds
F. L. Griffin Professor of Mathematics	Joe Roberts
George Hay Professor of Economics	Jeffrey Parker
Howard Vollum Professor of Science	Patrick McDougal
Jane Neuberger Goodsell Professor of Art History and Humanities	William Diebold
John B. and Elizabeth M. Yeon Professor of French and Humanities	William Ray
John C. Pock Professor of Sociology	Marc Schneiberg
Katharine Piggott Professor of Mathematics	James Pommersheim
Kenan Professor of English and Humanities	Lisa Steinman
Laurens N. Ruben Professor of Biology	Steve Arch
MacArthur Professor of Psychology	Allen Neuringer
Moe & Izetta Tonkon Professor of Judaic Studies and Humanities	Steven Wasserstrom
Omar & Althea Hoskins Professor of Classical Studies and Humanities	Walter Englert
R.P. Wollenberg Professor of Music	David Schiff
Reginald F. Arragon Professor of English and Humanities	Robert Knapp
Richard F. Scholz Professor of History and Humanities	David Sacks
Robert H. and Blanche Day Ellis Professor of Political Science and Humanities	Peter Steinberger
Ruth C. Greenberg Professor of American Indian Studies	Robert Brightman
Stanley H. Cohn Professor of Economics	Noelwah Netusil
Thomas Lamb Eliot Associate Professor of Religion and Humanities	Michael Foat
Thormund A. Miller and Walter Mintz Professor of Economics	Kimberly Clausing
Walter Mintz Professor of Classics	Nigel Nicholson

IV. A. SABBATICALS AND LEAVES OF ABSENCE

(Source: Approved by the faculty on May 20, 2008)

Section C-1. Effective classroom teaching at Reed demands a serious, active engagement with the scholarly materials of one's field. The purpose of a sabbatical leave is to encourage scholarship, research and/or creative endeavor so as to maintain and enhance the intellectual quality of the faculty and to help ensure thereby the highest quality teaching. A sabbatical leave is defined as one semester or one year of Reed College employment at full pay, without teaching or administrative responsibilities and devoted to independent inquiry and/or creative endeavor. (For the purposes of Section C the term "sabbatical leave of one semester at full pay" shall be interpreted to include sabbatical leave of one year at half pay.)

Section C-2. Requests for sabbatical leave must be approved by the President upon recommendation of the Committee on Academic Planning and Policy. All such requests should include a description of the research or other professional activity to be pursued during the sabbatical period. Requests should also be accompanied by a statement from the faculty member's department - and from the relevant Humanities staff and/or interdisciplinary program, where appropriate - regarding the curricular impact of the proposed sabbatical leave.

Section C-3. For faculty members on academic tenure, eligibility for sabbatical leave is earned after every twelve semesters - consecutive or otherwise - of full-time teaching at the College (except in unusual cases as described in Section C-4 and Section C-7). Semesters of part-time teaching will accumulate on a pro-rated basis. Faculty members on academic tenure whose probationary period was three or four years of full-time teaching at Reed because of full-time teaching experience prior to joining the Reed faculty and who did not enjoy sabbatical leaves at their previous institutions may request that some or all of the prior full-time teaching experience accrue toward eligibility for the first post-tenure sabbatical leave. Such requests may be made at or after the time of appointment, and will be considered on a case-by-case basis by the President in consultation with CAPP. For untenured tenure-track faculty who take a one-semester sabbatical leave at full pay under the provisions of Section C-5, that semester will count as one of the twelve semesters required for subsequent sabbatical eligibility. Semesters of unpaid leave taken by untenured tenure-track faculty will not count as one of the twelve semesters required for subsequent sabbatical eligibility.

Section C-4. In unusual circumstances, a sabbatical period may occur earlier or later than the normally scheduled semester or year of eligibility (as described in Section C-3). Requests for early or late sabbatical leave must be based on clear and compelling reasons having to do with departmental or programmatic staffing or extraordinary scholarly opportunities, and must be endorsed by the relevant department and/or program. Where an early sabbatical period occurs, the number of semesters of full-time teaching at the College required for subsequent sabbatical eligibility will increase equivalently. Where a late sabbatical period occurs, the number of semesters of full-time teaching at the College required for subsequent sabbatical eligibility will decrease equivalently. However, in all cases (except in unusual cases as described in Section C-7) at least eight semesters of full-time teaching at the College must intervene between consecutive sabbatical periods.

Section C-5. A one semester sabbatical leave at full pay will be awarded to all untenured tenure-track faculty whose probationary period is either five or six years of full-time teaching at Reed, whose initial appointment was not deferred because of extramural professional development opportunities, who have earned the terminal degree in an appropriate field, and who submit proposals that are judged to be excellent by the Paid Leave Award Committee, as described in Section C-8. (For individuals who fall into this category except that their original proposals are not judged to be excellent, the Paid Leave Award Committee shall communicate its concerns through the Dean of the Faculty, and shall invite revised proposals for reconsideration in the same academic year.) Normally, untenured faculty will take their sabbatical leaves in the third or fourth year of the probationary period.

Section C-6. For tenured faculty members, sabbatical periods may be for one semester at full pay or one year at full pay. Eligibility to apply for a full year sabbatical at full pay will be determined by the President in consultation with CAPP, as described in Section C-2. Full year sabbatical leaves at full pay will be granted only on the basis of a research proposal submitted to the Paid Leave Award Committee and judged excellent by that committee, as described in Section C-8. (For individuals who fall into this category except that their original proposals are not judged to be excellent, the Paid Leave Award Committee shall communicate its concerns through the Dean of the Faculty, and shall invite revised proposals for reconsideration in the same academic year.) Further, the Paid Leave Award Committee will consider and evaluate such research proposals from only those tenured faculty members who also successfully certify that they have either received significant support - which may or may not be faculty salary support - for their projects from extramural funding entities recognized for supporting research or creative endeavor in the relevant field or are seeking such support for their projects from at least two such extramural funding entities. Typically, certification will be achieved by submitting to CAPP complete copies of the extramural grant applications (excluding confidential letters of recommendation that the extramural funding entities may require). In cases where extramural grant proposals will be submitted only after the Paid Leave Award Committee makes its decisions, those decisions will be provisional, pending subsequent submission of extramural proposals to CAPP and certification by CAPP. The Dean of the Faculty will annually provide a list of recognized funding entities, and will work closely with CAPP and individual departments to ensure that the list is appropriately inclusive and up to date. In cases where it is unreasonable to expect the faculty member to apply for extramural grant support - for example, in disciplines where such support is entirely unavailable - the Dean of the Faculty will work closely with CAPP and the individual faculty member to find an approach that may successfully address the spirit of this requirement. CAPP will have the final decision as to whether a faculty member's extramural applications for support are sufficient - in terms of the type of support requested, the purposes for which the support are sought, and the relative standing of the extramural entity - to make the faculty member eligible to apply for a full year sabbatical at full pay. In the event that extramural grant applications submitted to CAPP under this program are successful, the College's financial support for the faculty member's sabbatical will in all cases be reduced by an amount equal to the total amount of support that the faculty member will receive from extramural entities for salary and benefits (excluding extramural funds explicitly designated for summer salary). However, all sabbatical-eligible faculty are entitled (subject to the provisions of Section C-2) to one semester of college-paid sabbatical regardless of extramural support. In the absence of a research proposal that the Paid Leave Award Committee judges excellent, or if CAPP determines that the individual has failed to certify that he or she is seeking appropriate extramural support, the sabbatical period will in all cases be for one semester at full pay.

Section C-7. In unusual circumstances, the Paid Leave Award Committee may consider a single proposal from a tenured faculty member for two non-consecutive semesters of sabbatical at full pay, the first of which would occur after six semesters of full-time teaching at the College and the second of which would occur during one of the subsequent semesters of the same sabbatical cycle for that faculty member. (This modifies Section C-3 and Section C-4.) Eligibility to apply for two non-consecutive semesters of sabbatical at full pay will be determined by the President in consultation with CAPP, as described in Section C-2. Such applications will be approved only on the basis of a research proposal submitted to the Paid Leave Award Committee and judged excellent by that committee, as described in Section C-8, and only after a determination by the CAPP (1) that the proposal is based on considerations involving extraordinary and important research opportunities that require two non-consecutive semesters of sabbatical at full pay instead of one full year of sabbatical at full pay and (2) that such opportunities are sufficiently important to outweigh considerations of curricular and pedagogical continuity that reflect the centrality of the College's teaching mission. Further, the Paid Leave Award Committee will consider and evaluate such research proposals from only those tenured faculty members who successfully certify that they are also seeking to obtain financial support from extramural funding entities, following the same procedures, and subject to the same rules and limitations, described in Section C-6.

Section C-8. Untenured faculty who request a one semester sabbatical leave at full pay and who are eligible for this under Section C-5, and tenured faculty who request a full year sabbatical (or two non-consecutive

semesters of sabbatical) at full pay and who are eligible for this under either Section C-6 or C-7, must submit a full research proposal to the Paid Leave Award Committee. A full research proposal must include:

- a. A completed cover page.
- b. A brief (300 word) description of the project, intended for a non-specialists audience.
- c. A detailed description of the relationship of the project (not to exceed 1500 words), comprising both a specific statement of the hypotheses to be tested, the questions to be answered, or the goals to be achieved and an account of the project's significance to the field, the curriculum, and the faculty member's intellectual and/or professional development.
- d. A description of the relationship of this award to other possible sources of funding, and the total funding required to complete the project.
- e. A curriculum vitae and a summary of outcomes of recent leaves or summer research projects.
- f. Two letters of support. To the extent possible, letters should come from persons with expertise in the relevant field or area of specialization. At least one of these letters should come from outside of the institution.

The Paid Leave Award Committee will be appointed by the President with the approval of CAPP and CAT. The committee will be composed of one representative from each division of the College. One member of the committee shall be designated Chair by the President with the approval of CAPP and CAT. Committee service will be for two year terms, staggered for purposes of continuity. Faculty members planning to apply in any given year for one semester sabbaticals under C-5 or for one year sabbaticals (or two non-consecutive semesters of sabbatical) under either C-6 or C-7 are not eligible to serve on the committee in that year.

Section C-9. Requests for unpaid leaves of absence may be granted by the President upon the recommendation of CAPP. All such requests should be accompanied by a statement from the faculty member's department -- and from the relevant Humanities staff and/or interdisciplinary program, where appropriate -- regarding the curricular impact of the proposed unpaid leave of absence. Requests for unpaid leave should be made in a timely fashion so that the College has a reasonable opportunity to secure a satisfactory replacement, if necessary.

Section C-10. A single continuous period of leave - composed of sabbatical and unpaid leave in any combination - shall not exceed four semesters except in extraordinary circumstances and in no event shall exceed six semesters. (This restriction does not apply to leaves covered by Section C-13 and/or C-14.)

Section C-11. Any single period of leave of either one semester or one year in duration, and in any combination of sabbatical and unpaid leave, must be both preceded and followed by at least four consecutive semesters of full-time teaching. Any single period of leave of either three or four semesters in duration, and in any combination of sabbatical and unpaid leave, must be both preceded and followed by at least six consecutive semesters of full-time teaching. Upon the recommendation of the Committee on Academic Planning and Policy, the President may grant exceptions to this rule. However, such exceptions will presuppose professional development opportunities of extraordinary benefit to the College and will be granted only when exigencies of scheduling are such that similar opportunities are unlikely to be available at another time. (The restrictions described in this Section do not apply to leaves covered by Section C-13 and/or C-14.)

Section C-12. After completing a sabbatical, the faculty member will summarize the activities undertaken as a written report to the Dean of the Faculty on achievements during a sabbatical, including copies of materials produced, publications, etc. The Dean of the Faculty will place a copy of this report in the faculty member's permanent evaluation file. The faculty member is expected to report on his or her research in a form suitable for dissemination to the Reed community (for example, as a colloquium or a published document).

Section C-13. In accordance with the requirements of ORS 659.630, parental leave will be granted upon the request of a faculty member. The faculty member shall provide written notice of the dates of intended parental leave. This notice must be received by the College at least 30 days before the anticipated date of birth or the date of physical custody of an adopted child under six years of age. In the event of premature birth, maternal incapacity due to birth rendering her unable to care of the child, or the unanticipated taking of custody of an adopted child, the faculty member shall give the College notice of revised dates of parental leave within seven days after birth or taking custody. In order to reduce the impact on operations of the College, including staffing requirements and class offerings, informal notification should be provided as soon as is practical. Parental leave will be for 12 weeks in duration. Faculty will receive one-half of their contractual salary amount during the parental leave. In no event shall the parental leave extend beyond one year from the date of birth.

Section C-14. The College may require that a Faculty member accept a leave of absence for reasons of health, whether or not the individual requests such a leave, on the following conditions:

- a. If the individual disagrees on the need for the leave, he or she may appeal to the Appeals and Review Committee.
- b. A person required to take leave under this paragraph shall receive every benefit that would be available to a Faculty member who qualified for total disability benefits under any applicable disability plan maintained by the College.
- c. A special leave of absence under this paragraph shall be reviewed at least once every two years.

C. CAPP Guidelines (as approved by the faculty on February 3, 1997 and amended February 8, 1999)

The following norms govern CAPP's consideration of requests for sabbaticals and leaves:

Eligibility for Sabbaticals and Leaves

1. Faculty members are encouraged to seek support for and to engage in research and scholarship in order to enhance their effectiveness as scholars and teachers. In particular, faculty members are urged to seek funding to complement regularly scheduled sabbatical leaves so as to allow projects of a full year's duration and scope. Normally CAPP will approve requests for unpaid leave for scholarly purposes except when serious impairment of the operation of the College will result.
2. Because sabbaticals or leaves of a single semester remove faculty members from service on most major committees and make effective thesis advising difficult, it will generally be no easier to justify a one semester than a two semester leave. For the same reasons, a two semester sabbatical or leave that spans two academic years (e.g., a spring semester and the following fall) will be harder to justify than a sabbatical or leave for both semesters of a single academic year.
3. Individuals normally become eligible for a first sabbatical with their seventh year of teaching at Reed.
4. The second of two consecutive sabbaticals normally comes in the seventh year of teaching after the year of eligibility for the prior sabbatical, even if that has been postponed.
5. At least four years of teaching must intervene between consecutive sabbaticals; unpaid leave does not count toward this four-year requirement.
6. Two years of teaching should intervene between a leave of absence of two consecutive semesters or more and a sabbatical.
7. As stated, eligibility for one year of sabbatical at half pay is normally earned through six years of full time teaching at Reed. However, Faculty members may request continued accrual of sabbatical eligibility

during full or part time leaves undertaken for such purposes as: (a) reciprocal faculty exchanges with other institutions; (b) funded opportunities for curricular development or pedagogical improvement; or (c) research or writing funded by competitive fellowships or grants. When approving full or part-time leave or part-time appointments, the CAPP will explicitly decide whether and to what extent sabbatical eligibility is affected, basing its decision on the extent to which the proposed activities have been successfully argued to benefit the intellectual life of the College. Leaves supported by the College's internal competitive Paid Leave Award program will not contribute to sabbatical eligibility. Those portions of any appointment that constitute personal leaves, including those mandated by law, will not accrue sabbatical eligibility.

8. After completing a sabbatical, the faculty member will summarize the activities undertaken as a written report to the Dean of the Faculty on achievements during a sabbatical, including copies of materials produced, publications, etc. The faculty member is further encouraged to report on his or her research in a form suitable for dissemination to the Reed community (for example, as a colloquium or a published document).

The timing and impact of sabbaticals and leaves

9. Faculty members anticipating leaves or sabbaticals are encouraged to discuss their plans with the Dean of the Faculty as soon as these plans begin to take shape. Individuals are to apply to the Dean of the Faculty for sabbatical approval at least one and preferably two semesters before the scheduled date, so that the college can begin searches for adequate replacements in a timely manner. The request should state whether the proposed leave is contingent on external funding. All requests for sabbaticals and leaves should include a description of the activities to be undertaken and an account of how the sabbatical or leave will contribute to the faculty member's professional development.

10. Sabbaticals are normally to be completed at least two years before the individual retires.

11. Members of departments should arrange leaves and sabbaticals in concert with one another to minimize disruption to the academic program. CAPP will not recommend approval of any leaves or sabbaticals without prior consultation with the department through its chair. Faculty members on sabbatical or leave, especially sabbaticals or leaves of one semester, will be replaced only if compelling curricular needs or enrollment pressures so dictate. A department in which a faculty member is contemplating leave or sabbatical will be expected to justify requests for replacement positions and to provide two hypothetical scenarios for its program during the period in question: one in which the faculty member is replaced, and another in which no replacement is available.

12. Faculty requesting leave or sabbatical should expect to give up their offices to a visiting faculty member. While it may be possible for a faculty member to retain use of his/her office if there is a particular need, this should not be considered a matter of right.

IV. B. MEDICAL BENEFITS DURING UNPAID RESEARCH LEAVE

(Source: Approved by the faculty, November 2, 1998)

All faculty on unpaid research leaves are eligible to apply for the continuation of full medical benefits during those leaves. The College will pay for such benefits using the Paid Leave Award budget, subject to the availability of funds in that budget. Faculty on unpaid personal leaves will not be eligible. Prior to applying, eligible faculty are obliged to determine if appropriate support for medical benefits can be obtained from other sources. The program will be administered by the Dean of the Faculty, in consultation with the Paid Leave Award Committee.

IV. C.1. PROFESSIONAL TRAVEL

(Source: Office of Dean of Faculty, August 2009)

The College encourages faculty members to attend and participate in meetings of professional associations and societies of direct relevance to their teaching and research interests subject to the availability of funds. Whenever possible, faculty should avoid travel that conflicts with teaching, registration, exams, and senior orals. Unavoidably missed classes should be covered by a colleague or rescheduled. As soon as a traveler knows what conference he or she wishes to go to, the traveler should submit a travel request form.

Who is eligible:

- Faculty on 50% or more time
- Faculty on sabbatical or leave

Number of domestic and international trips per year subject to the availability of funds:

- One domestic trip to attend a professional association meeting.
- One domestic trip in addition for faculty who have been invited to present a paper or serve as a discussant, or who are serving as an organizer of the meeting. Please attach a copy of the invitation or acceptance letter to the request for travel funds.
- Funding for international travel is decided on the basis of other travel requested or taken during the fiscal year and the cost of the trip. Requests for international travel go directly to the dean of the faculty. Airfare should be arranged immediately upon approval.

Expenses covered:

- Lowest airfare point to point. In some cases, travel must include a Saturday-night stayover to get the lowest fare.
- Registration. The College pays the advance registration fee for a member.
- Lodging. The College pays the lowest available convention rate for a single room.
- Meals, parking, and ground transportation. The College provides \$55 per day (based on the number of nights lodging) for meals and ground transportation. Receipts are not required.
- No additional funds are available.

Approval process for "domestic" conferences (the United States-excluding Hawaii and Canada):

- Complete a request for travel form (download [PDF](#) or [Word](#)), which is available from Jo Cannon or which can be found in the holder outside the Dean of Faculty's office. Return to Jo.
- An email approval from Jo authorizes you to make arrangements for travel, lodging, and registration.

Approval process for "international" conferences (outside the United States and Canada and including Hawaii):

- Complete a request for travel form accompanied by documentation of expected airfare, which is either an estimate acquired online or a quote from an agent at Ellis Travel House, or both. Agents
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• -continued-

- to consult for international ticketing are the following, in order: Maria (maria@ellisth.com),
- Natasha (Natasha@ellisth.com), and John Ellis (john@ellisth.com). All can be reached at 503 671
- 9111. Give the travel form and airfare information to the Dean of Faculty along with the invitation if you are presenting. Once a travel request is approved and the ticket is booked, the college will not pay for changes in the itinerary.

Reimbursement process:

- Submit to Jo your hotel and registration receipts (and an airfare receipt if you paid for the ticket yourself). Please attach a short cover memo identifying the total expected. Expenses in excess of the amount request will not necessarily be reimbursed.
- Since the budget is cleared each fiscal year (July 1-June 30), there is no possibility of accumulating eligibility from one year to the next.

IV. C.2. HUMANITIES TRAVEL PROGRAM

(Source: Office of the Dean of Faculty, 2/1/2000)

Teaching Humanities 110 can be enriched substantially by a first-hand acquaintance with the physical setting in which classical culture flourished, including and especially the major architectural monuments of the ancient world. With this principle in mind, the Humanities 110 faculty travel program is designed to give members of the Hum 110 staff an opportunity to visit important sites in Greece and Rome. One grant will be available each year to help defray the travel expenses of a single faculty member. The grant is for \$2,500.

The following guidelines apply:

1. Only tenured or tenure-track faculty are eligible
2. Preference will be given, first, to faculty who have never visited Greece or Rome and, second, to faculty who have visited one but not the other. In the case of "ties," preference will be given to mid-career tenured faculty, then to younger tenured faculty, then to junior faculty, in order of seniority. So as to insure maximum impact throughout the staff, no single faculty member can receive more than one grant in any 10-year period.
3. It is expected that travel plans will focus on direct observation of sites that play a prominent role in the Hum 110 syllabus. Itineraries may involve both Greece and Rome, or simply one or the other.
4. No specific duties are required of grant recipients, other than to see and experience as much of classical culture and its environment as possible. The Hum 110 staff may request recipients to take photographs or obtain other information or items that might be of use to the course.

Applications should be submitted by March 1 to the Dean of the Faculty. The application should simply describe proposed travel plans, along with past travel experiences at classical sites, if any. Decisions will be made by the Dean, consistent with the guidelines described above. In cases where the guidelines do not produce a clear preference, the Dean will consult with the current chair of the Hum 110 staff.

IV. D.1. FACULTY DEVELOPMENT FUNDS: STILLMAN DRAKE FUND

(Source: Office of the Dean of the Faculty, August 1998)

Please note that there is only one grant period (November 1-May 31) from the Stillman Drake Fund and that support for projects you would like to undertake in the spring needs to be requested by the middle of

October. As usual, requests for support for summer projects (June 1-August 31) will be solicited separately in May.

Appropriate categories of use for the Stillman Drake Fund are similar to those of the summer research fund and include, but are not limited to, purchase of equipment, computer hardware or software, books, or other resources for research or scholarship; scholarly or research-related travel, other than to meetings in the US; travel to meetings abroad; support for student assistants; assistance for professional society activities, such as carrying out specific projects or serving as an officer; attendance at workshops or seminars for scholarly or curricular development; support for professional visitors to enhance Reed faculty's teaching or scholarship; secretarial assistance for the preparation of manuscripts; and support for interlibrary loan and document delivery.

Decisions are based upon the justification for the request, the appropriateness in the context of the faculty member's work, availability of other sources of funds, and the timeliness of the project. Awards from the Stillman Drake Development Fund are considered to be more competitive than those from the Summer Faculty Research Fund.

A brief summary report is to be turned in to the dean's office at the end of the project. Previous recipients of dean's funds must submit a summary report before applying for another award.

The deadline for submission is October 15, and awards are announced in early November.

Please note that requests for computer hardware should follow a discussion with Marty Ringle (extension 7254) or Marianne Colgrove (extension 7792) regarding your computing needs. Purchase and service of all computers are governed by CIS policy. Computers may not be requested out of summer money funds.

IV. D.2. FACULTY DEVELOPMENT FUNDS: SUMMER SCHOLARSHIP FUND

(Source: Office of the Dean of the Faculty)

Application to the Summer Scholarship Fund may be made by any Reed faculty member who is at least half-time: tenured, tenure track, or continuing visitor. The Summer Scholarship Fund is limited to \$1500 for tenured or tenure-track faculty and \$1000 for continuing visitors. It is to be used for summer research and scholarship and may include supplies, equipment (excluding computer hardware but including software and upgrades), books, student assistance, travel, and related items.

Appropriate projects for the Summer Scholarship Fund include, but are not limited to, the following:

- Scholarly or research-related travel, other than to meetings in the US
- Travel to meetings abroad
- Support for student assistants for scholarly or research projects
- Attendance at workshops or seminars for scholarly or curricular development
- Support for professional visitors to enhance Reed faculty's teaching or scholarship
- Purchase of equipment, books, or other media for research or scholarly work
- Secretarial assistance for preparation of manuscripts

IV. E. PAID LEAVE AWARD RESEARCH EXPENSE FUND

(Source: Dean of the Faculty, November, 2009)

Release time allows for more substantial research projects than would otherwise be possible, and this in turn often creates a real demand for the kind of unusual assistance—bibliographic, technical, equipment-related, and the like—that serious research may require. The Paid Leave Award Expense Fund is explicitly dedicated to the support of faculty on year-long sabbaticals (as described in section C-6 of the Rules of Procedure) and is part of discretionary resources administered by the Dean of the Faculty. It is designed to defray not the kinds of ordinary research expenses incurred by all faculty but, rather, those special, often rather larger needs associated with release-time activities. Monies are allocated by the Dean on the basis of specific and detailed requests. Specific requests are evaluated in terms of the degree to which the success of a project depends on institutional support, and with a view toward determining the availability of other extra- or intramural sources of funding.

IV. F. SUPPLEMENTAL AWARDS

(Source: Minutes of the faculty, August 25, 1998)

Faculty are encouraged to apply for awards supporting full-time research activities funded on the basis of a national or international competition, e.g., Guggenheim, NEH, ACLS, Institute for Advanced Study, National Humanities Center, etc. Faculty who have received such prestigious awards may apply for supplemental funds from the college in order to minimize the financial impact of taking the one or two semester leave from teaching required to accept the award. In no case will the external awards and the supplemental award total more than the faculty member's annual salary, and a supplemental award will never exceed one-half of the annual salary. Ordinarily, faculty members may receive at most one supplemental award each sabbatical cycle. Supplemental funds will be awarded on a first-come first-served basis, but the College will try to fund all legitimate requests.

Requests for supplemental funds should be directed to the Dean of the Faculty. Any questions regarding the appropriate size of an individual supplement or the legitimacy of a request will be forwarded to the Paid Leave Award Committee, which will make a recommendation to the President.

V.A. SUMMARY OF BENEFITS (from Faculty Handbook)

(Source: Human Resources, June 2009)

Type of Benefit	Eligibility	Employees	Dependents	Mandatory	Brief Description	Paid by
Retirement Plan	1 yr service/21 or older	.5 FTE or more	no	yes	10% of annual salary	Employer
Supplemental Retirement Plan (SRA)	Immediate	Regular f.t/p.t.	no	no	Section 403(b) tax deferred annuity plan	Employee
Medical Insurance PIONEER PPO Kaiser HMO	30 days or less	.5 FTE or more	yes	yes*	Core plan: Least Expensive Plan Preferred Provider Plan with deductible Health Maintenance Organization (HMO) no deductible	Employer or shared
Retirees	Age 55; 20 yrs service	.5 FTE or more	yes	yes	Early Retiree: same as active plans; Age 65 Medicare Supplement Plans	Employer or shared
Retiree Medical Contribution	DOH after 7/1/06 age 40	.5 FTE or more	no	yes	Fixed amount determined by the college each year	Employer
Retiree Supplemental Medical	Immediate	.5 FTE or more	no	no	After tax retiree medical account	Employee
Dental Insurance	30 days or less	.5 FTE or more	yes	yes*	Choice of 3 plans	Employer or shared
Insurance Waiver	30 days or less	.5 FTE or more	no	yes*	\$300 health, \$60 dental/yr; pro-rated p.t.	Employer
COBRA	30 days or less	.5 FTE or more	yes	yes	Continued health/dental benefits	Employee
Flexible Benefit Plan (Section 125 Plan)	30 days or less	.5 FTE or more	yes	no	Pre-tax account for out of pocket expenses	Employee
Disability Insurance	One year of service	.5 FTE or more	no	yes	60% of salary; self insured first 6 mos	Employer

Type of Benefit	Eligibility	Employees	Dependents	Mandatory	Brief Description	Paid by
Life Insurance	30 days or less	.5 FTE or more	no	yes	2 times annual salary + ADD	Employer
AFLAC Supplemental Ins.	30 days or less	Regular f.t./p.t.	yes	no	Individual Supplemental Plans	Employee
Accidental Death/Dismemberment	30 days or less	.5 FTE or more	yes	no	Up to \$250,000 plus % for dependents	Employee
Supplemental Life	30 days or less	.5 FTE or more	yes	no	Up to \$100,000 EE, \$25,000 SP, \$4000 CH	Employee
Travel Insurance	Immediate	.5 FTE or more	no	yes	Up to \$100,000 + ADD when travelling	Employer
Tuition Remission for Spouse or Family Partner	Fac-tenure;staff-6 yrs	.5 FTE or more	yes	no	Waive 2/3 tuition at Reed; pro-rated p.t.	Employer
Tuition Remission for Dependent Children	Fac-tenure;staff-6 yrs	.5 FTE or more	yes	no	Full waiver for Reed; 2/3-other colleges; pro-rated p.t.	Employer
Tuition Exchange for Dependent Children	Fac-tenure;staff-6 yrs	Full time only	yes	no	Full waiver of tuition at exchange college	Employer
Employee Assistance Program (EAP)	Immediate	.5 FTE or more	yes	yes	Counseling and referral service; 3 visits per issue per calendar year. (Jan-Dec)	Employer
Moving Allowance	Immediate	Pres discretion	yes	no	Assistance with moving expenses	Employer
Auto/Homeowners Insurance	Immediate	Regular f.t./p.t.	no	no	Special group rates for auto/home insurance through The Kemper Network Program	Employee
On Point Credit Union	Immediate	Regular f.t./p.t.	yes	no	Payroll deduction checking/savings/loans	Employee

Type of Benefit	Eligibility	Employees	Dependents	Mandatory	Brief Description	Paid by
MacLoan Program	6 mos-staff;immed-fac	Full time only	no	no	Loan to purchase computer through college	Employee
Mortgage Loan Program	4th,5th,6th yrs-staff 1st 6 yrs-faculty	Full time only	no	no	Loan for down payment to purchase home	Employee
Family Partner Benefits	Immediate	All employees	yes	no	Some leave and other benefits	
Paid and unpaid leaves	Varies	Varies				
Other Benefits for Faculty:						
Sabbatical	Dean of Fac. discretion					Employer
Professional Travel	Dean of Fac. discretion					Employer
Professional Development	Dean of Fac. discretion					Employer
Other Benefits for Staff:						
Vacation	6 months of service	Regular f.t./p.t.			22 days per fiscal year; pro rated part time	
Sick leave	6 months of service	Regular f.t./p.t.			12 days per year; pro rated part time	
Holidays	Immediate	Regular f.t./p.t.			7 days: NY,MLK,Mem,4th,Labor,Thnksgr,Xmas	
Administrative Leave Days	Immediate	Pres. discretion			At Pres. discretion may give addtl. days off	
Mandated benefits:						
Social Security	Immediate	All employees	yes	yes	Federal insurance program	Shared
Worker's Compensation	Immediate	All employees	no	yes	State insurance program	Shared
Unemployment	Immediate	All employees	no	yes	State insurance program	Employer

V. B. FAMILY PARTNERS

(Source: Human Resources, July, 1998)

In accordance with its policies of non-discrimination, Reed College extends the following benefits and privileges to the designated family partners and dependents of Reed College community members.

The following benefits and privileges will apply to family partners and/or dependents on the same basis they apply to an employee's or student's spouse and/or dependents.

For faculty and staff

- use of College facilities, such as the Library, Commons, Bookstore and Sports Center;
- parental leave;
- funeral and sick leave;
- tuition remission for family partners;
- moving allowance;
- eligible for membership in the On Point Credit Union;
- medical and dental benefits.

In order to receive these benefits, community members must complete an affidavit of marriage or partnership with the Human Resources Office in the case of faculty and staff and with the Dean of Students Office in the case of students.

V. C. MEDICAL LEAVE

(Source: Faculty Medical Leave Committee Report, March 28, 1995)

CATEGORIES OF FACULTY LEAVES

1. Short term illness/disability

Maximum length: 6 months plus the balance of the academic semester after the faculty member is able to return to work or qualifies for long term disability

Pay status: fully paid

Benefits: full benefits

Legal requirements: must be granted in accordance with the Family and Medical Leave Act of 1993 and the Oregon Family Medical Leave law.

2. Long term disability (LTD)

Eligibility: must have been employed for one year and been off work due to disability for 6 months preceding LTD

Maximum length: until able to return to work or age 65, whichever first occurs

Pay status: LTD paid at 60% for full duration

Benefits: retirement contribution only

3. Pregnancy leave (before the birth)

Eligibility: a female faculty member

Maximum length: "reasonable period of time"

Pay status: fully paid

Benefits: full benefits

Legal requirements: must be granted in accordance with the Oregon Pregnancy Leave Law

4. Parental leave (after the birth to care for newborn or newly adopted child (continued on next page))

Eligibility: any male or female faculty member working more than half time and after 90 days of employment.

Maximum length: 12 weeks

Pay status: 1/2 pay if not teaching; fully paid if teaching at least one class

Benefits: full benefits

Legal requirements: must be granted in accordance with the Oregon Parental Leave Law

5. Family leave (for child, spouse, parent or parent-in-law of employee)

Eligibility:	must be employed more than half time and for longer than 6 months.
Maximum length:	12 weeks in any one-year period
Pay status:	fully paid
Benefits:	full benefits
Legal requirements:	must be granted in accordance with the Family and Medical Leave Act of 1993 and the Oregon Family Medical Leave law

V. D. MANDATORY MEDICAL LEAVE

(Source: Rules of Procedure, Section C-14)

The College may require that a Faculty member accept a leave of absence for reasons of health, whether or not the individual requests such a leave, on the following conditions:

- a. If the individual disagrees on the need for the leave, he or she may appeal to the Appeals and Review Committee.
- b. A person required to take leave under this paragraph shall receive every benefit that would be available to a Faculty member who qualified for total disability benefits under any applicable disability plan maintained by the College.
- c. A special leave of absence under this paragraph shall be reviewed at least once every two years.

V. E. FACULTY PARENTAL LEAVE

(Source: Rules of Procedure and clarification at April 6, 1998 meeting of the Faculty)

Section C-13. In accordance with the requirements of ORS 659.630, parental leave will be granted upon the request of a faculty member. The faculty member shall provide written notice of the dates of intended parental leave. This notice must be received by the College at least 30 days before the anticipated date of birth or the date of physical custody of an adopted child under six years of age. In the event of premature birth, maternal incapacity due to birth rendering her unable to care for the child, or the unanticipated taking of custody of an adopted child, the faculty member shall give the College notice of revised dates of parental leave within seven days after birth or taking of custody. In order to reduce the impact on operations of the College, including staffing requirements and class offerings, informal notification should be provided as soon as is practical. Parental leave will be for 12 weeks in duration. Faculty will receive one-half of their contractual salary amount during their parental leave. In no event shall the parental leave extend beyond one year from the date of birth. See Section C-4 regarding leaves of absence that will apply to parents desiring to extend leaves beyond the statutory period of parental leave.

V. F. EMPLOYEE ASSISTANCE PROGRAM

(Source: Employee Assistance Program)

How does the Employee Assistance Program (EAP) work?

The Company retains the services of a professional Employee Assistance counseling group. They are qualified to help you with a wide range of problems and if needed, can refer you to qualified counselors/specialists in the community.

Self-Referral

Things begin with your call to Employee Assistance requesting to talk with a counselor. The counselors will meet with you at a convenient time and location. Remember that your contact with Employee Assistance is entirely CONFIDENTIAL.

The Employee Assistance counselor will work with you to resolve your problem. Sometimes problems need either more help or a different kind of help than that which the Employee Assistance counselor is there to provide. If that is the case, they will direct you to the best counselor/resource to help you.

Supervisory Referral

Your supervisor may refer you to the EAP if he or she believes the EAP could help you correct a job performance problem.

What kinds of problems will the Employee Assistance Program deal with?

Human problems-the kind that affect an employee's personal health and happiness. Specifically, the Program can help with situations such as marital problems, emotional distress, alcohol and drug dependency, and problems with children, financial or legal difficulties.

Does the Employee Assistance Program apply to the Spouse and Family?

Yes. Since an employee's well being can be affected by problems of a spouse or a child, this program is available to your family too.

Why is this Program offered?

Your Company cares about its employees. The workplace is more than buildings and equipment. It is people, like you, who do the most important job-making the organization successful.

People have problems. It's been established that about 25% of all employed persons have problems, which may adversely affect their on-the-job performance. It makes good personal and business sense to assist employees in finding solutions to their problems.

Who will pay for the cost of my seeing the Employee Assistance counselor, and who pays if they refer me for on-going counseling?

The Employee Assistance Counselor's services are paid for by Reed. If you are referred for additional counseling your insurance may pay for some of those costs.

How do I make an appointment with the EAP Counselor?

An employee can call 24 hours a day, 7 days a week to arrange an appointment.

Employee Assistance Program
Confidential Counseling and Guidance

503/228-3223 or 1/800/654-9778

VI. GRIEVANCE PROCEDURES

(Source: Rules of Procedure)

F. Complaints and Charges Brought against Members of the Faculty

Section F-1. Preliminary Considerations and Procedures

a. Any member of the Student Body, Staff, or Faculty who has a complaint against a member of the Faculty should first consider informal resolution of the matter through discussion with the faculty member in question or through mediation under Honor Council auspices.

b. Complaints shall be limited to alleged violations of the Honor Principle, alleged violations of duly enacted policies and regulations of the College or alleged violations of the statement of professional ethics enacted as Appendix I of the Constitution of the Faculty.

c. If an informal resolution is deemed inappropriate or cannot be obtained, the complainant may bring the matter to the attention of the Dean of the Faculty. The complainant should present the complaint as soon as possible after the alleged misconduct occurs. Whenever possible, the initial discussion between the complainant and the Dean of the Faculty shall be kept confidential, with no official written record.

d. No sanction shall be recommended or imposed for speech, writing, or other action protected by the provisions of Article V of the Constitution of the Faculty.

e. These procedures, including the procedures of Sections G and H, shall be executed within the time periods specified, or if circumstances prohibit this, in as expeditious a manner as possible.

Section F-2. Formal Complaints or Charges

a. Any member of the Student Body, Staff, or Faculty may file with the Dean of the Faculty a formal signed complaint against a faculty member. If after discussion with the complainant, the Dean (or his or her designee) concludes that the complaint is without foundation or cannot reasonably be investigated due to the passage of time, and if no duly enacted policy or compelling legal reason mandates further investigation, he or she shall dismiss the complaint. In all other cases, the faculty member shall receive a copy of the signed complaint and shall have five working days in which to reply and to state his or her position. Every effort shall be made to protect the complainant from retaliatory action.

The Dean of the Faculty (or his or her designee) shall promptly discuss the complaint and the response with the complainant and the accused faculty member. A resolution of the complaint may be agreed to by the Faculty member, the Dean of the Faculty (or his or her designee), and the complainant. If no such agreement is reached within ten working days after a complaint has been filed, the Dean of the Faculty shall forward the complaint to the Chair of the Grievance Review Panel, unless the alleged conduct appears to warrant fixed-term suspension or termination of tenure or of fixed-term appointment prior to expiration, in which case the Dean shall consult with the Committee on Advancement and Tenure as to whether to initiate proceedings under the provisions of Section H of these Rules of Procedure.

b. In the absence of or independent of a formal signed complaint, the Dean of the Faculty (after informal inquiries and consultation with the Committee on Advancement and Tenure), or the Committee on Advancement and Tenure itself, may determine that an investigation of unprofessional conduct may be warranted according to the procedures of Section G or Section H. Any informal inquiries undertaken by the Dean or the Committee shall be strictly limited to determining whether a formal investigation is warranted. If the Dean or the Committee on Advancement and Tenure determines that possible charges do warrant investigation according to the procedures of Sections G or H, the faculty member in question shall

promptly receive a written statement of the nature and grounds of the possible charges to be considered and shall have five working days from receipt of this statement in which to reply and to state his or her position. The Dean of the Faculty and the Committee on Advancement and Tenure shall have five working days from receipt of the faculty member's reply to determine whether the possible charges require investigation.

If the Dean of the Faculty and the Committee on Advancement and Tenure determine that plausible grounds for investigation or adverse action do not exist, the Dean of the Faculty shall immediately so inform the faculty member in writing. If the Dean of the Faculty or the Committee determines that plausible grounds for adverse action may exist, the Dean, the Committee, and the faculty member are bound in good faith to seek an informal resolution of the matter among themselves before formal steps are taken. If a resolution does not seem possible or is not agreed to within fifteen working days of the determination that grounds for adverse action may exist, and if the alleged conduct appears to warrant a sanction less than fixed-term suspension or termination, such as a warning or reprimand, the Dean of the Faculty shall promptly forward charges to the Chair of the Grievance Review Panel. If the Dean of the Faculty or the Committee on Advancement and Tenure determines that the alleged conduct appears to warrant fixed-term suspension or termination of tenure or of fixed-term appointment prior to expiration, then the Dean of the Faculty or the Committee on Advancement and Tenure, whichever has so determined, shall promptly initiate proceedings pursuant to Section H.

c. In the event that a hearing according to the procedures of Sections G or H overlaps in time with a personnel review affecting title, salary, or term of service of the accused faculty member, that review shall be suspended pending the final outcome of those procedures.

d. In the event that a hearing according to the procedures of Sections G or H comes about because of an allegation submitted to the Committee on Advancement and Tenure, that allegation shall normally remain in the faculty member's evaluation file. In cases where such an allegation is discredited by a hearing which clears the accused faculty member of wrongdoing, the Committee on Advancement and Tenure shall either insert a statement to that effect into the evaluation file or delete the discredited allegation.

e. The Dean of the Faculty, the Committee on Advancement and Tenure and the President, and any Grievance Hearing Board or Investigating Committee, shall make every effort to safeguard as fully as possible the confidentiality of any disciplinary proceeding according to the procedures of Sections G or H.

Section F-3. Record Keeping

a. If sanctions have been imposed under the provisions of Section G or H, and appeal is unsuccessful, a statement of these sanctions and of their grounds shall be placed in the faculty member's evaluation file. Informal or mediated resolutions of complaints or charges may stipulate that an appropriate statement be placed in the faculty member's evaluation file.

b. All other records arising from formal complaints or charges against members of the Faculty, all other records arising from informal resolutions reached through interaction with the Dean of the Faculty or the Committee on Advancement and Tenure, and records arising from mediation through the Honor Council which results in acknowledgment of injury to a community member, shall be kept by the Dean of the Faculty in confidential complaint files separate from all other records pertaining to a faculty member. A Hearing Board or Investigating Committee shall not consult these files except when considering what sanctions to recommend in a case where allegations have been substantiated through the procedures of Sections G or H. The Committee on Advancement and Tenure shall not consult these files except when determining whether to initiate proceedings pursuant to Section F-2 above. As stated in the Community Constitution (plus citation), these files shall be maintained for the duration of a faculty member's employment at Reed, or longer if legally required, and shall be destroyed at the end of that period.

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G. Procedures for Sanctions Less than Fixed-Term Suspension or Termination

Section G-1.

- a. Within five working days of the receipt of a complaint filed by a member of the Community or of charges forwarded by the Dean of the Faculty or the Committee on Advancement and Tenure, the Chair of the Grievance Review Panel shall appoint from that panel a Grievance Hearing Board, made up of three members of the Faculty, taking care that the board is composed in a way likely to be impartial with respect to these allegations. The Hearing Board shall meet not more than five working days after its appointment to discuss the allegations, and shall normally complete its deliberations within twenty working days from receipt of a complaint or charges.
- b. The Hearing Board shall conduct an investigation, call witnesses, and gather information it deems necessary to assist it in reaching a determination as to the merits of the allegations. Unless the Hearing Board concludes that the allegations are without merit, it shall invite any parties to a dispute to appear before it and to confront any adverse witnesses.
- c. In any appearance before a Hearing Board, a complainant and the alleged offender each have the right to be accompanied by not more than two advisers from within the Reed Community, each of whom shall be a currently enrolled student or a current member of the Faculty or Staff. No such adviser may participate in the hearing as representing any party, or in any other way. Legal counsel, including College counsel, shall not be permitted to observe or participate in any appearance before or meeting of a Hearing Board.
- d. In arriving at its ultimate determination as to the merits of the allegations, the Hearing Board shall be guided by a standard of the preponderance of the evidence in the information before it, considered as a whole.

Section G-2 Report of the Hearing Board

- a. In cases arising from a formal complaint, the Hearing Board shall communicate its determination as to the merits of the allegations in writing to the complainant. A summary of the basis for the board's determination shall be provided to the complainant upon request. In all cases, the Hearing Board shall supply the Dean of the Faculty and the person charged with a report consisting of its determination as to the merits of the allegations, any recommendations for sanctions against the faculty member, and a statement of the evidence gathered in the course of its investigations.
- b. If the Hearing Board recommends seeking fixed-term suspension or termination of tenure or of fixed-term appointment prior to expiration, the report of the Hearing Board shall immediately be forwarded to the Committee on Advancement and Tenure, at which point the procedures of Section H shall come into force. If the Hearing Board recommends the imposition of some lesser sanction, such as a warning or reprimand, the Dean of the Faculty shall forward this recommendation to the President, who shall determine whether to impose that sanction.
- c. The affected faculty member may appeal to the Appeals and Review Committee any action by the President that is based on a recommendation by a Hearing Board.

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H. Procedures for Fixed-Term Suspension or Termination of Academic Tenure or Fixed-Term Appointment Prior to Expiration for a Reason Other than Financial Exigency

Section H-1. Proceedings for termination or fixed-term suspension for a reason other than financial exigency shall be carried out as follows:

a. Prior to or in lieu of Section H proceedings, the College and the faculty member may agree to arbitration or mediation. If such a resolution of the matter cannot be agreed upon, either the Committee on Advancement and Tenure or the Dean of the Faculty, after consultation between them, may present formal charges against the Faculty member to the Committee on Tenure. The burden of proof of the charges shall lie with the Dean or the Committee on Advancement and Tenure, whichever has initiated the proceeding, and will be satisfied only by clear and convincing evidence in the record considered as a whole.

b. The Committee on Tenure shall consist of the Faculty members of the Appeals and Review Committee with the following exceptions:

1. If the person whose termination or fixed-term suspension is proposed is a member of the Committee, he or she shall withdraw until his or her case is completed.
2. Any member of the Committee who feels in his or her own judgment that he or she cannot participate impartially in a particular case shall withdraw for the duration of the case.
3. Vacancies because of one or two withdrawals shall be filled by Faculty members chosen by the remaining members of the Committee. If there are more than two vacancies because of withdrawals, all of the vacancies shall be filled by Faculty members elected by the Faculty from nominees of the Committee on Advancement and Tenure in a number equal to twice the number to be elected.

c. The Committee on Tenure shall promptly appoint an Investigating Committee of five Faculty members on academic tenure, one of whom shall be chosen from among three nominated by the individual under investigation, one of whom shall be chosen from among three nominated by the President, and one of whom shall be chosen from among three nominated by the Committee on Advancement and Tenure. The Investigating Committee shall choose its own chair.

d. The Investigating Committee shall investigate the charges, hold hearings, and make recommendations as follows:

1. The person charged shall be fully informed in writing of the charges against him or her and shall have the opportunity to respond to the charges, to confront witnesses in hearings and to cross-examine them, to be heard in his or her own defense, to produce witnesses in his or her own behalf and to have with him or her at most two academic advisers of his or her own choosing. Where witnesses cannot or will not appear, but the Investigating Committee determines that the interests of justice require admission of their statements, the Investigating Committee will identify the witnesses, disclose their statements, and if possible provide for interrogatories. Legal counsel, including College counsel, shall not be permitted to observe or participate in any appearance before or meeting of the Investigating Committee.
2. The Investigating Committee may see all documents held by the College that pertain to the case. The Committee shall hold such hearings as may be necessary to fully explore the charges. If the charges include that of academic incompetence, testimony may include that of teachers and other scholars from the College or from other institutions of higher learning. A complete stenographic record of all hearings shall be kept and a transcript shall be prepared and supplied to the person charged upon his or her request. The hearings shall be open to the Faculty only if the person charged so requests.
3. The Investigating Committee shall normally complete its investigation within thirty working days of its appointment. Upon the completion of its investigation, the Investigating Committee shall

- meet, consider the evidence, and reach its conclusions by a secret ballot in which the chair shall have the right to vote.
4. If the proceedings have arisen from a formal complaint, the complainant shall receive a written statement of the Investigating Committee's determination as to the merits of the allegations, and upon request, a statement of the grounds for this determination. The Investigating Committee shall submit a written report to the President, the person charged, and to the Dean of the Faculty or the Committee on Advancement and Tenure, whichever has initiated the proceedings. The report shall include a summary of the Committee's findings and recommendations for the disposition of the case and shall have attached a transcript of any hearings of which transcripts have been prepared. If the Investigating Committee concludes that adequate cause for suspension or termination has not been established by the evidence in the record, it will so state in its report. If the Investigating Committee concludes that an academic penalty less than suspension or termination would be more appropriate, it will so recommend in its report, with supporting reasons.
- e. The President or his or her designated representatives shall have the right to attend any hearings or meetings of the Investigating Committee or the Committee on Tenure as an observer.
- f. The President may seek clarification or further information from the Investigating Committee, and this additional information will become a part of the report of the Committee. Within five working days of receiving the final report of the Investigating Committee, the person accused may submit a written statement of his or her position to the President. If the President rejects the recommendations of the report, the President will state the reasons for so doing, in writing, to the Investigating Committee and to the faculty member, and will provide an opportunity for response before transmitting the case to the Board of Trustees. The faculty member or the President may request a review and recommendation from the Appeals and Review Committee, based on the record of the Investigating Committee hearing, supplemented by any written statements which the Investigating Committee, the President, or the affected faculty member may wish to submit.
- g. If the President recommends termination or fixed-term suspension, the President will transmit to the Board of Trustees the entire record of the case. The Board of Trustees' review will be based on this record, and the Board of Trustees will provide opportunity for argument, oral or written or both, by the principals in the case or by their representatives. The decision of the Investigating Committee will either be sustained or the proceedings returned to the Committee with specific objections. The Investigating Committee will then reconsider, taking into account the stated objections and receiving new evidence if necessary. The Board of Trustees will make a final decision only after study of the Committee's reconsideration.
- h. The President, after consultation with the Committee on Tenure, may suspend a person charged during the proceedings only if immediate harm to him or herself, the College, or others is threatened by his or her continuance. Any such suspension shall be with pay.
- i. The Board of Trustees shall fix the financial arrangements with respect to termination. In the case of tenured faculty, unless the grounds for termination include personal conduct covered by Article VI, Section 1.C of the Constitution, the individual shall receive 12 months' salary from the date of termination at his or her prevailing rate. Fixed-term suspension shall normally extend over not more than one academic year. Such suspension will be without pay or benefits, except for health insurance benefits.

VII. A. SEXUAL HARASSMENT

(Source: Minutes of the Faculty, March 8, 1993)

I. Policy Statement

Reed College is committed to creating and maintaining a community in which students, faculty, and staff can work, live, and learn together in an environment free of sexual harassment.

Membership in this community, as governed by the Honor Principle, imposes on students, faculty, and staff an obligation to respect the dignity and autonomy of others, to treat one another civilly and without regard to factors irrelevant to participation in the life of the College. These obligations derive from the necessity to protect both individuals and academic freedom. The College can fulfill its distinctive mission only in an arena where staff, students, and faculty respect one another's dignity in their common membership in a community of inquiry. We must take great care neither to stifle discussion nor to make it dangerous to speak one's mind. Community members are reminded by the preamble to the Community Constitution of the interrelationship between academic freedom and honorable conduct, both of which are central values of the College:

"We declare our commitment to responsible and honorable conduct in academic and community affairs, and we reaffirm one another's rights to freedom of inquiry and expression in course work, scholarship, and the day to day life of the Reed Community. Since such freedom requires an atmosphere of trust and mutual confidence, we further declare that dishonesty, intimidation, harassment, exploitation, and the use or threat of force are incompatible with the preservation of this freedom."

Sexual harassment compromises academic freedom and damages the trust that we must all repose on one another. Furthermore, sexual harassment is a violation of local, state, and federal law. Reed College will therefore take all necessary actions to prevent sexual harassment. In cases where sexual harassment has occurred, the College is prepared to issue sanctions and take the steps necessary to prevent its recurrence.

Sexual advances, requests for sexual favors, sexually directed remarks, or other conduct of a sexual nature constitute harassment when:

1. such conduct occurs under circumstances implying that one's response might affect academic or personnel decisions that are subject to the influence of the person engaging in the conduct or;
2. such conduct directed against an individual persists despite its rejection; or such conduct directed against an individual is unwelcome, and the person engaging in the conduct knew or should have known the conduct to be unwelcome; or
3. such conduct has the purpose or effect of substantially interfering with an individual's academic or work performance or is so pervasive or severe that it created an intimidating, hostile, or offensive environment.

Sexual harassment can take many forms. Some of these are overt and unambiguous while others may be more subtle and indirect. Direct forms of sexual harassment, such as sexual assault or sexual advances in an academic or employment context accompanied by an offer of reward or threats of reprisal, constitute serious misconduct. A single incident of such behavior establishes grounds for complaint. Other forms of sexual harassment include sexual advance, physical or verbal, that are repeated and unwanted. More subtle forms of behavior, such as innuendoes and jokes of a sexual nature, may constitute sexual harassment when they contribute to an intimidating, hostile, or offensive environment.

The College prohibits sexual harassment. This prohibition includes peer harassment among students, faculty, or staff. Sexual harassment by a faculty member of a student, or by a supervisor of a staff member or student employee is particularly serious.

No one at the College should reprimand, or retaliate or discriminate against an individual for rejecting sexual advances or for having initiated or participated in the resolution of an inquiry or complaint regarding sexual harassment.

When both parties have consented at the outset to a romantic or sexual involvement, such consent does not preclude a charge of sexual harassment for subsequent unwelcome conduct of a sexual nature.

Romantic or sexual relationships that might be appropriate in other contexts may, within the College community, create the appearance or fact of an abuse of power or of undue advantage.

Because those who teach are entrusted with guiding students, judging their work, giving grades for courses and papers, and recommending students, instructors are in a particularly delicate relationship of trust and power. This relationship must not be jeopardized by possible doubt of intent, fairness of professional judgment, or the appearance to other students of favoritism. It is therefore inappropriate for faculty to have romantic or sexual relationships with students. Similar considerations render it inappropriate for faculty or staff to have romantic or sexual relationships with employees over whom they have supervisory authority. Sensitivity to possible conflicts of interest, or to misuse of power, is necessary in cases of other romantic or sexual relationships where one partner may be in a position of power or authority over another (which can occur between faculty or staff, staff and students, or within the staff, student body, or faculty).

The College will strive to educate its members about issues of sexual harassment, and in determinations of whether conduct constitutes such harassment will be guided by a standard of reasonableness, and consideration of all circumstances of the conduct in question.

II. Procedures for the Resolution of Complaints

All members of the community have an obligation to inform themselves about the nature and definition of sexual harassment, in order to recognize and take steps to prevent sexual harassment and to distinguish sexual harassment from other forms of behavior.

The College has both principled reasons and a legal obligation to investigate possible violations of its sexual harassment policy. When a faculty member, dean, or supervisor has reason to believe that a violation of the sexual harassment policy may have occurred, he or she must inform the Dean of the Faculty, the Dean of Students, or another designated officer of the College, or otherwise initiate the published procedures of the College, regardless of the wishes of any complainant. Students who are unsure whether they wish such procedures to be initiated may undertake confidential preliminary discussions of possible violations with a counselor in the Counseling Center. Faculty and staff may similarly undertake confidential discussions with a counselor through the Employee Assistance Program.

The Honor Principle and the traditions of Reed College encourage informal resolution of complaints. Informal resolution may occur through direct discussion, through mediation under the auspices of the Honor Council, or with advice obtained from a designated officer of the College (a list of such officers is published, and may be obtained from the office of the President). Without feeling constrained by specific definitions, any person who believes that his or her educational or work experience is compromised by sexual harassment may discuss the problem with a faculty member, dean, or supervisor, and may request that faculty member, dean, or supervisor to speak informally to the person complained about. At any time in the course of an effort at informal resolution, either the complainant or the accused may ask that the matter under discussion be handled formally rather than informally.

Complainants wishing advice about how to proceed with a complaint should consult a member of the Honor Council or a designated officer of the College. Any complainant who believes that informal resolution is impossible or inappropriate has the right to file a formal complaint and have that complaint addressed according to the published procedures of the College. Such a complainant should file the formal complaint as quickly as possible after the events giving rise to the complaint, since failure to do so may make it difficult or impossible to resolve the matter. When the person accused of harassment is a student, a formal complaint should be filed according to the procedures of the Student Judicial Board Code. When the person accused of harassment is a staff employee of the College, the Director of Human Resources or the Vice-President/Treasurer should guide a complainant through the appropriate process of the staff handbook. When the person accused of harassment is a faculty member, formal complaints should be filed with the Dean of the Faculty or his or her designee, and shall be addressed according to Sections F and G of the Rules of Procedure of the Faculty. These procedures are in addition to, and not a replacement for, other remedies (civil or criminal) for sexual harassment.

VII. B. DRUG AND ALCOHOL POLICY

passed by the Student Senate, March 4, 1993

accepted by Faculty, March 8, 1993

amended October 23, 1995

Further amended by the Student Senate, May 1998, and approved by the CAC

Approved by the faculty, August 25, 1998

Preamble

Drug and alcohol use is a complex and controversial topic. Many would argue that public policy on drug and alcohol use has been counterproductive, discouraging rational analysis of substance use, abuse, and addiction. Whatever the views of its individual members, however, the Reed College Community must respond to empirical and legal realities.

The use, sale, or transfer of illicit drugs disturbs and offends many members of the Reed Community. Such actions are not only illegal (and often felonious) in themselves, they can also have consequences (including the attraction to campus of dangerous outsiders and the theft of personal property by community members) that create an atmosphere of fear and distrust at odds with the educational mission of the College. Drug use, especially drug abuse, frequently leads to a deterioration in academic performance, which can compromise the education of others as well as that of the user. The illegal use and the abuse of alcohol can also have deleterious effects upon individuals and the community. Moreover, the College has certain legal obligations to make reasonable efforts to prevent the use (which includes being under the influence) and transfer of illegal drugs and the illegal use or abuse of alcohol on campus or during Reed activities.

The College encourages all members of the Reed Community to become familiar with the health and legal aspects of drug and alcohol use and to make informed decisions regarding their own behavior. The college emphasizes that all members of the community are adults responsible for their own actions. Members of the community are expected to comply with this policy and to be aware of the consequences of violations thereof. The Community therefore expects and admonishes individuals to evaluate their own behavior, as well as that of their peers, in order to create and maintain a healthy and safe environment.

This Drug and Alcohol Policy is intended to define the expectations of the College with respect to drugs and alcohol, to clarify the consequences of failing to abide by these expectations, and to identify the resources available within the College Community to assist in dealing with drug and alcohol related problems.

I. Statement of Policy

A. Reed College believes that it has a serious extralegal responsibility to the health and safety of the members of this community. Therefore, it has a responsibility to help prevent substance abuse through the provision of appropriate assistance, including educational materials and counseling. When substance abuse occurs, we believe that the most effective response relies on early identification of the problem and the availability of effective, confidential assistance. The Community encourages individuals voluntarily to seek assistance for substance abuse problems. Moreover, drug or alcohol use that results in instances of behavior that are dangerous to the health or safety of the user, other members of the community, or adversely affects the institution as a whole, should be treated with exceptional concern and gravity.

B. In keeping with local, state and federal laws, the illegal use, sale, transfer, dispensing, possession and manufacture of illicit drugs, or being under the influence of illegal drugs, or the illegal use, possession, or abusive use of alcohol on the Reed College campus or during official Reed activities is a violation of college policy and is prohibited. In particular,

1. Illegal drugs and drug paraphernalia are not permitted anywhere on the Reed College campus.
2. Without a brewers license, brewing beer or wine at the College is illegal, and a violation of this policy. Anyone brewing beer or wine on the Reed College campus must notify the Office of Residence Life and must comply with applicable laws (which treat personally brewed beer or wine like any other alcoholic beverage).
3. The manufacture of illegal drugs, the growing of marijuana and other illegal psychoactive plants, and the distillation of alcohol are felonies under applicable federal law and are not allowed on College property, except that alcohol may be distilled for academic research purposes under the supervision of a faculty member.
4. It is illegal and a violation of this policy for those under the age of twenty-one ("minors") to possess or consume alcoholic beverages, or for anyone to provide alcoholic beverages to minors.

II. Implementing Procedures

The following procedures have been developed with two goals in mind: 1) to promote increased understanding of the expectations embodied in this policy, and 2) to provide for its principled enforcement.

A. Certain terms used in this policy and the associated guidelines for events with alcohol are defined as follows. "Public" area means any space on the Reed College campus (which as a whole is private property) other than student rooms in residence halls. As used in this policy, "college social event" is defined as any social gathering that 1) requires the reservation of any college property or facilities (including the Student Union, faculty lounges, and public areas in residence halls), or 2) that if otherwise occurring on campus receives publicity (including postings on electronic bulletin boards or mass e-mailings), or 3) that involves the expenditure of college funds. Lectures, discussion groups, and other gatherings associated with normal academic activities are not considered "college social events." But if alcohol is served at a reception following such lectures and other events, the organizers of the event are responsible for complying with the pertinent provisions of this policy. (In accordance with federal workplace legislation, alcohol may not be served or consumed at any academic event or in any place where academic activities are occurring.) "College funds" is defined as any money (including student body funds and funds generated through student organizations) collected or disbursed by Reed College. "Financial consideration" is defined in accordance with OLCC regulations and includes the use of college funds to purchase alcohol, as well as the purchase of alcohol through membership fees, the collection of donations, the sale of tickets, or direct purchase by persons being served.

B. The College shall distribute to all Community members, at the beginning of each academic year, the federally mandated information concerning federal, state, and local drug and alcohol laws, a copy of this policy, and a copy of the Guidelines for Events with Alcohol. These materials shall include the relevant Oregon State laws regarding alcohol consumption and the OLCC licensing requirements for events at which alcohol is sold or distributed and federal penalties and sanctions for illegal possession and trafficking of controlled substances.

C. Reed College believes that students have certain rights to privacy in their residence hall rooms, as are specified in the housing contract and the associated Reed College Residential Rights and Responsibilities Guide. Students should nonetheless be aware that the right to privacy does not imply immunity from provisions of the law or of this policy, especially in the event of any violation coming to the explicit attention of a College official or legal authority.

D. All members of the Reed community and their guests possessing alcoholic beverages must show legal proof of age on request from any member of the College Community.

E. When alcohol is being consumed by, or is in the possession of people on the Reed campus who do not provide proof of legal age, when it is being distributed to those under legal age, or in violation of this policy and the associated guidelines for events with alcohol, or when, regardless of age, a person in possession of alcohol is acting unacceptably as defined by community standards or with hazardous

disregard for themselves or those around them, said alcohol is subject to confiscation and is a violation of the policy. Illegal drugs and drug paraphernalia, if discovered or if known to be in the possession of any person on the Reed campus, are always subject to confiscation and are a policy violation.

F. Gatherings in any public facility or public area on campus may not be closed to any College officer or to any staff member charged with determining that the provisions of this policy are being complied with.

G. For all events where alcohol is distributed or reasonably expected to be present, event organizers must follow the Guidelines for Events with Alcohol which outlines provisions to ensure that this policy must be followed. These Guidelines are found in the Campus Events Guidelines. The Guidelines for Events with Alcohol must be approved by both the Senate and the CAC. In the event that the Senate and the CAC cannot agree on a set of guidelines or an alteration to the existing guidelines, the proposed changes shall be procedurally treated as community legislation.

III. Violations of Drug and Alcohol Policy

Alleged student violations of the Drug and Alcohol Policy should be 1) taken to the Honor Council, or 2) to the Student Judicial Board, or 3) to the Dean of Student Services (or designate), the latter particularly when a substance abuse problem may also be present. Actions may include medical leave, drug and alcohol assessment, treatment, informal or formal mediation, referral to the Student Judicial Board, referral for prosecution, or other sanctions as outlined in Section VI.

Alleged faculty violations of the Drug and Alcohol Policy should be referred to the Dean of the Faculty.

Alleged staff violations of the drug and alcohol policy should be handled as outlined in the Staff Policies and Procedures Manual.

Adjudicating bodies or offices and Community Safety shall forward summary information regarding the incidence and disposition of drug and alcohol related problems to the [counseling staff], who will compile a biennial summary report.

IV. Treatment of Substance Abuse Problems

A. Individuals with substance abuse problems are encouraged voluntarily to seek assistance and appropriate treatment options. The College provides certain counseling and treatment-related resources as well as referrals to sources of help off campus. The College employs counselors, who are available to talk with any student on a confidential basis and to advise faculty and staff on student-related drug or alcohol problems. Students may also seek help through the Office of Student Services and Health and Counseling Services. Faculty are encouraged to seek advice from the Office of the Dean of the Faculty. Staff are encouraged to talk with their supervisor or with the Director of Human Resources. Confidential counseling is available to Faculty and Staff through the Employee Assistance Program and information about this program is available at the Human Resources Office.

B. The College may provide a medical or rehabilitation leave for an individual requiring in-patient treatment. The medical leave policy for students is described in the Faculty Code, Section III-E. The rehabilitation leave program for faculty is described in the "Drug Use Statement" passed by the faculty at its November 13, 1989, meeting. The voluntary alcohol/substance abuse rehabilitation leave for staff is described in the Staff Policies and Procedures Manual.

C. The College should strive to preserve confidentiality for individuals voluntarily seeking assistance for a substance abuse problem.

D. The College encourages students, faculty, and staff to share concern for and to help those involved in substance abuse. Individuals who know of a substance abuse problem or who are trying to help someone with such a problem may themselves require considerable support. The College will endeavor to provide confidential assistance to such individuals, through the resources described in the first paragraph of this section.

E. Appropriate procedures for dealing with substance abuse problems in the case of faculty members are governed by the Rules of Procedure of the Faculty Constitution (Sections C-14 and F, G, and H), the Faculty Resolution on Drug Use of November 13, 1989; and in the case of staff members by the Staff Policies and Procedures Manual. Appropriate procedures for dealing with substance abuse problems in the case of students are governed by this policy.

V. Behavioral Problems Related to Drugs and Alcohol

A. Although the College hopes that individuals with substance abuse problems will voluntarily seek assistance, there are occasions when continuing abuse leads to harm or the danger of harm to the abuser or others or to an unacceptable detriment in academic or job-related performance. When suspected possession or use of drugs or alcohol results in behavioral or performance problems that come to the attention of the College, the response may include an informal inquiry into the possibility of a substance abuse problem. Members of the community should direct suggestions for such an inquiry to the Dean of Student Services, the Dean of the Faculty, or the Director of Human Resources, as appropriate.

B. If it is determined by the informal inquiry that an abuse problem may be present but is being denied by the abuser, sanctions or intervention aimed at addressing the abuse problem may be imposed:

1. for students, by the Dean of Student Services, under procedures described in section D below for disciplinary sanctions and in the Faculty Code Chapter III, Section E, 2 for therapeutic interventions.
2. for faculty, by the procedures set forth in the Rules of Procedure of the Faculty Constitution (Sections C-14 and F, G, and H).
3. for staff, by the procedures set forth in the Staff Policies and Procedures Manual, under Involuntary alcohol/substance abuse rehabilitation leave.

VI. Sanctions and Interventions

Violations of the Drug and Alcohol policy and associated guidelines will normally be handled through the Community's grievance and judicial procedures, including informal resolution or mediation. Moreover, the presence of a substance abuse problem does not prevent disciplinary action for related breaches of the standards of conduct expected of members of the Reed College Community. These various infractions may result in sanctions or interventions including but not limited to warnings, fines, community service, required educational programs, required substance abuse assessment, enrollment in a treatment program, involuntary medical or rehabilitation leave of absence, probation, suspension, expulsion, termination of employment, and referral for prosecution.

Any manufacture or distribution of drugs or the illegal or prohibited manufacture or distribution of alcohol, especially that which endangers the health or safety of the user, other members of the community, or the institution as a whole will generally be viewed as a serious violation of College policy leading to serious sanctions such as suspension, expulsion, termination of employment, or referral for prosecution. The College reserves the right, however, to judge each case individually.

Noncompliance with therapeutic sanctions or repeated episodes of substance abuse may lead to serious sanctions including suspension, expulsion, or termination of employment.

A. In all cases, the College should strive to maintain confidentiality consistent with involuntary medical/rehabilitative leave. Return from such a medical/rehabilitation leave may involve commitment on the part of the individual to follow aftercare recommendations imposed by the treatment program and to allow the College to monitor aftercare progress via a release of information with the treatment program.

B. Should the Dean of Student Services take immediate disciplinary action against a student, the complaint must be forwarded to the Student Judicial Board within eleven working days as prescribed in the Judicial Board code (section 3B). In such a case, the student shall be notified of the right to make an immediate appeal to the President of the College. Involuntary medical leave of absence (or other therapeutic intervention) may be appealed to the President of the College.

C. In the case of faculty, a decision to impose sanctions or therapeutic intervention is subject to appeal by procedures outlined in the Rules of Procedure of the Faculty Constitution (Sections C-14 and F, G, and H), the Faculty Resolution on Drug Use of November 13, 1989.

D. In the case of staff, a decision to impose sanctions or therapeutic intervention is subject to appeal by procedures outlined in the Staff Policies and Procedures Manual.

VII. Drug and Alcohol Committee

Each academic year, the President of the College shall appoint a Drug and Alcohol Committee, consisting of at least two faculty members (one a member of CAC), at least two students (one a member of Senate), the Associate Dean of Residence Life, and one member of the health services staff. The committee shall be charged with these duties:

1. To conduct surveys of incoming and enrolled students to determine the drug and alcohol use patterns of Reed students.
2. To promote education regarding the cognitive and social effects of drug and alcohol use and abuse, including research projects, research literature reviews, and informative public presentations.
3. To work with Student Services, Residence Life, Health and Counseling, Community Affairs Committee (CAC) and the Student Senate to find better ways for the community to take positive actions to reduce drug and alcohol abuse.
4. To implement studies on the effects of Reed's Drug and Alcohol policies on student use and abuse, to review the biennial reports of the [counseling staff] and to make recommendations to the CAC and the Student Senate based on their findings.
5. The subcommittee will meet with the CAC at the beginning of each academic year in order to formulate an agenda for that year. It will report back to the CAC at least once each semester.
6. At least annually the Drug and Alcohol Committee will host a community-wide discussion on issues pertaining to drug and alcohol use.

VIII. A. FACULTY ADMINISTRATIVE ASSISTANTS

(Source: Office of the Dean of the Faculty, July, 2006)

Faculty administrative assistants are dedicated to the work they do in support of Reed Faculty and regularly give 110%. To be fair to everyone concerned, most faculty administrative assistants work on a "first in, first out" basis but if a Faculty member comes to them for help at the last minute they often feel obliged to bend that rule. Please provide as much lead time as possible to avoid last minute demands which ultimately lead to a backlog of earlier requests, or result in longer working hours to get the job completed on time. It may be helpful to keep in mind the number and variety of Faculty each administrative assistant supports when assigning your projects.

Please keep in mind, too, the following ordering of priorities as set by the Faculty Advisory Committee on November 1, 1983:

"In order to avoid misunderstandings as to the priorities which should be followed by faculty secretaries in the performance of their work, the following order of importance should be assigned to various projects:

- (1) Instructional materials such as syllabi, exams, course instructions, etc., and letters of recommendation for students.
- (2) Departmental, divisional and committee reports.
- (3) Professional correspondence and individual faculty projects such as publications, research proposals and other scholarly work.
- (4) Personal non-professional correspondence of faculty should not be given to college administrative assistants.

I hope from time to time each of you will find some way to show your appreciation to our faculty administrative assistants, who work very hard on behalf of us all.

VIII. B. STUDENT RECORDS

(Source: Office of the Registrar, 8/1/2007)

Disclosure of Student Information FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)

The following is Reed College's policy regarding disclosure of student records and the pertinent provisions of the Family Educational Rights and Privacy Act of 1974 (FERPA) as amended in January 1975. The policy statement is made available to Reed students annually. The policy is set forth in the following sections:

- A. [The description of types of educational records and offices in which they are held,](#)
- B. [College officials responsible for the files,](#)
- C. [Policies of Reed College regarding review and expunging of records,](#)
- D. [Procedures for right of access,](#)
- E. [Procedures for challenging the content of the records,](#)
- F. [Cost of reproduction of documents,](#)
- G. [Directory information,](#) and
- H. [General disclosure policies.](#)

Before moving to the specifics of each of these areas, it would be useful to clarify the definitions of "student" and "parent" as used in FERPA. "Student" is defined as "any person with respect to whom an educational agency or institution maintains educational records." A parent is entitled to access to a student's transcript only if the parent and student have filed a completed "Student Information Release" form, indicating that direct access by the parent is allowed.

A. TYPES OF EDUCATIONAL RECORDS AND INFORMATION MAINTAINED BY REED WHICH ARE DIRECTLY RELATED TO STUDENTS

Records in this category are used by the academic departments, Registrar, Student Services, Financial Aid, and Health Services. Please note that many of the records held in the Student Services and Registrar's Offices were developed as part of the admission process. After enrollment, we transfer relevant parts of the admission file to the Student Services Office and the Registrar.

ACADEMIC DEPARTMENTS

Academic departments generally retain records of their majors' results on Junior Qualifying Examinations and Senior Orals. Those records are available to the appropriate department heads and each student's academic adviser. Although generally students' Qualifying Examinations are returned to them after grading, these records are open to students and are within the scope of the records covered by FERPA.

REGISTRAR'S OFFICE

This office is the principal College repository of information for current and former students, students who are on leave, and graduates. While there is some variation in the materials in files—depending on majors, etc.—the following list is comprehensive in all but the most unusual cases. Please note that all of the material in the Registrar's files is covered by the law in terms of access and protection, with the exception of "confidential letters and statements of recommendation which were placed in the education records prior to January 1, 1975..." These will continue to be considered confidential.

Files are purged of nonessential documents after a student graduates, or after five years of nonenrollment.

CONTENTS OF REGISTRAR'S OFFICE FILES

Files may contain admission material, including College Board scores, ACT and other tests; high school transcript; transcript of college work elsewhere; evaluation by Registrar and related correspondence; permanent records of registration, academic work, courses, grades, along with personal data such as parents' names, student's birthdate, etc.; notification of acceptance or rejection to junior standing; notice of successful completion or failure to pass the Junior Qualifying Examination and the Senior oral; correspondence concerning leave of absence and/or return; petition for withdrawal from College; correspondence from academic department regarding the major; petitions to Administration Committee for waiver of College requirements.

Files on graduate students contain application materials, including forms completed by the student, college transcript(s), academic and personal references and correspondence regarding admission; and a record of registration and grades.

Files on former graduate students in education contain the record of registration; certification worksheets with transcripts and copies of applications for certification; and placement papers, including a record of educational and professional experience, a personal statement on teaching, a record of undergraduate and graduate courses, and academic and professional references.

STUDENT SERVICES OFFICE FILES

These documents may be inspected by students: Admission material filled out by the student with general information on scholastic background, family and personal statement; correspondence between student and Admission Office prior to enrollment; class rank in high school; faculty comments on grades of C- or below (prior to 2006); letters of recommendation written, where applicable; correspondence with prospective employers or parents.

There are, in addition, documents that were drafted or submitted under a presumption of confidentiality. FERPA specifies that if they were received prior to January 1, 1975, with documented assurances of confidentiality, the records will remain confidential.

The Student Services Office is responsible for records, comments, and correspondence developed and maintained by the counseling staff. These refer to students who have requested assistance from the counselors as well as to students about whom the College has related correspondence prior to admission. Material in these files is excluded from the access provisions of the law and is maintained by the counseling staff separate from any other College files. The records may be reviewed, however, by a physician, psychiatrist, or psychologist if the student so authorizes.

HEALTH SERVICES FILES

Records kept by Health Services, similarly, are not available for student or parent inspection under FERPA. Students have access to their own file; wider availability of the material contained therein is contingent on written permission by the student. These records consist of the medical history filled out by the student prior to admission, correspondence with physicians or consultants where applicable, and visits to Health Services.

FINANCIAL AID OFFICE FILES

Files in the Financial Aid Office contain the application for financial aid (filled out by the student), announcement of awards, correspondence, and the College Scholarship Service Financial Aid Form. Student access to the latter is specifically precluded; however, in practice, the information is made available to students unless parents specifically request that it not be made available.

Notwithstanding any other provision of law, the records and accounts of educational institutions pertaining to eligible veterans or eligible persons who received educational assistance, as well as the records of other students which the Veterans Administration determines necessary to ascertain institutional compliance with the federal requirements, shall be available for examination by duly authorized representatives of the government.

B. NAME AND POSITION OF THE OFFICIAL RESPONSIBLE FOR THE MAINTENANCE OF EACH TYPE OF RECORD, THE PERSONS WHO HAVE ACCESS TO THOSE RECORDS, AND THE PURPOSES FOR WHICH THEY HAVE ACCESS

REGISTRAR'S OFFICE

Nora McLaughlin, Registrar, is responsible for these files. Access is limited to the staff of the Registrar's Office, President's Office, Dean of Faculty's Office, Admission Office, Student Services Office, Financial Aid Office and faculty advisers or instructors in connection with their assigned responsibilities.

Ms. McLaughlin may release, on request, information to the public about whether or not a student is registered, full- or part-time status, semesters of attendance, last institution attended, participation in recognized Reed College programs, the student's major, awards earned and degree(s) and date(s) awarded. No other information, other than student address directory information, will be released without the written consent of the student.

STUDENT SERVICES OFFICE

Mike Brody, Acting Vice President and Dean of Student Services, is responsible for these student files. The information contained therein is made available-on a need to know basis-to staff of the Student Services Office (including counselors), Registrar's Office, Admission Office, Financial Aid Office, and faculty instructors or advisers.

HEALTH SERVICES

Student records and information are maintained by the Health Service. Access to the files is restricted to professional staff of the Health Service in connection with their provision of treatment to students. These records may also be made available to physicians or other appropriate professionals of the student's choice.

FINANCIAL AID OFFICE

Leslie Limper, director of financial aid, is responsible for financial aid files. These files are available only to financial aid staff. The director will discuss specific information in the files with the Student Services Office staff, Registrar's Office staff, and faculty advisers when appropriate. If the student has applied for financial aid, the school may disclose information in the Financial Aid Office files without the student's or parent's prior consent as may be necessary to determine the student's eligibility for financial aid, the amount of the aid, the conditions to be imposed regarding the aid, and as may be necessary to enforce the terms or conditions of the aid.

DISCLOSURE OF INFORMATION FROM REGISTRAR'S, STUDENT SERVICES, HEALTH SERVICES, AND FINANCIAL AID FILES

FERPA states that the educational records described above may be disclosed to only those school officials with "legitimate educational interests" in the records. The College has determined that the officials with access to the records, as described in this section, have legitimate educational interests in such records. Questions about the reasons for disclosure of records to particular school officials should be directed to the

named individuals responsible for the records. All responsible individuals named in this section may be contacted through the Reed College address shown at the beginning of this statement.

Each file will be accompanied by a record of all parties who have requested or obtained information directly related to students from the file, and a statement of the legitimate interests of such parties in obtaining the information. These records will be available for the student's and eligible parents' review.

C. POLICIES OF THE INSTITUTION FOR REVIEWING AND EXPUNGING RECORDS

In the interests of space, on graduation or after five years of non-attendance each student's file will be reviewed and unnecessary material (e.g., status reports, registration forms, some correspondence related to petitions) deleted. Should the files contain information which is shown to be factually inaccurate, it may be corrected or deleted.

D. PROCEDURES ESTABLISHED BY REED COLLEGE CONCERNING RIGHT OF ACCESS

Under FERPA, students (which by definition includes ex-students) have the right to review the records noted above. Reed College has extended access to grades and academic actions to parents, if the requisite form is completed and submitted to the Registrar's Office. Exceptions are that students do not have the right to review: (1) confidential letters or statements of recommendation received prior to January 1, 1975, or (2) Financial Aid forms (FAF). FERPA does not govern the right to review medical or psychiatric files maintained by counselors or other professionals.

In the event a student or eligible parent wishes to inspect a particular document in a file (or the complete file), a request should be submitted in writing to the College official in charge of the office holding the records. The College will respond to the request within 45 days of receipt. The College will provide explanations or interpretations of records upon reasonable request and will provide copies of records if necessary to enable a student or parent to exercise a right of review. Copies will be provided at the charges described in Section F.

E. PROCEDURES FOR CHALLENGING THE CONTENT OF THE RECORDS

Students have the right to challenge the contents of the file, which has been reviewed. If there is a problem, the student should ask the College to amend the records; we expect that in most cases agreement will be reached with students informally. Should this not be the case, however, students also have the right to place a statement in the education records of the student commenting upon information in these records and setting forth any reasons for disagreement. If a student's educational records contain such an explanatory statement, the explanation shall be retained as long as the College retains the record and shall be disclosed to any person also receiving the contested portion of the education records.

Additionally, when disputes between the College and students about the contents of educational records are not resolved informally, the student is entitled to a formal review of the complaint. A request for such a review should be made in writing to Barre Stoll, Dean of Student Services, who is designated as the College's hearing officer in matters pertaining to this legislation. If a hearing is requested, the College will inform the participants of the procedures to be followed pursuant to FERPA. Unless otherwise agreed, the review will take place within ten working days following which the petitioner(s) will be advised in writing of the College's decision.

Complaints regarding violations of students' rights under FERPA also may be made to:

Family Policy Compliance Office
U.S. Department of Education

400 Maryland Avenue SW
Washington, DC 20202-5920

The Family Policy Compliance Office will investigate complaints and notify the institution if there has been a failure to comply. The Office also has enforcement powers, which it can exercise under appropriate circumstances. Additional information on this subject can be obtained at <http://www.ed.gov/policy/gen/guid/fpco/ferpa/index.html>.

F. COST OF REPRODUCTION OF DOCUMENTS

The following charges will be made for copying file documents: \$3.00 for each transcript of Reed work, \$5.00 for each rush copy of transcript of Reed work, and \$0.25 per page for other materials. In addition, a copy of the record will not be made if satisfactory arrangement for the payment of all bills due the College has not been made.

G. CATEGORIES OF INFORMATION DESIGNATED "DIRECTORY INFORMATION" AND, CONSEQUENTLY, SUBJECT TO DISCLOSURE

Reed considers the following to be public information and will release it without student consent: name, dates of attendance, full- or part-time status, campus mailbox number, email address, local address and phone, permanent address and phone, major, degree and date awarded, last institution attended, honors awarded, and participation in recognized Reed College programs. A student may instruct the college to withhold all public information by submitting instructions in writing to the registrar within the first 10 class days of instruction.

Reed College's directory is available through the "Integrated Reed Information System" (IRIS). It includes the student's name, Reed mailbox number, local address and phone, and permanent home address and phone.

Students are advised at the time of registration that this information will be included in the directory unless the College is specifically instructed not to do so. The student may omit all but the name from the directory for viewing outside the College. Students may authorize the registrar's office to release their class schedule on request.

H. GENERAL DISCLOSURE POLICY

As a general policy, the College will not disclose educational records to anyone other than the student or parent(s) and the officials described in this policy. The College may, however, release educational records without prior written consent of the student: (1) to government officials entitled to the information by law, (2) to accrediting organizations, (3) to organizations conducting studies for the College in connection with the development of predictive tests, administration of student aid programs and improvement of instruction, and (4) in compliance with judicial order to subpoena, subject to FERPA's restrictions on the use of records. The school may also forward certain records on request to any school in which the student seeks to enroll. Please note that the College may release personally identifying information in an emergency situation if the College believes in good faith that knowledge of the information will protect the health or safety of a student or others.

VIII. C. PATENTS AND COPYRIGHTS

(Source: Office of the Vice-President/Treasurer, September, 1993)

I. POLICY AND PROCEDURE OBJECTIVES

The purposes and objectives of this policy and procedure are to:

- A. enable the College to continue to foster the free and creative expression and exchange of ideas;
- B. preserve traditional College practices and privileges with respect to the creation and dissemination of scholarly works by all members of the College community including faculty, students and staff;
- C. establish principles and procedures for administering patentable and copyrightable materials produced at the College;
- D. protect the creative works of authors and the College's assets and imprimatur; and
- E. establish principles governing the equitable distribution of royalties generated by those creative works patented or copyrighted by the College.

II. POLICY STATEMENT

A. General Policy

It is the policy of the College to encourage creative works by all members of the Reed community. All creative works are the property of the inventor/creator except as indicated below in sections II C, II D, II E and II F.

B. Books, Articles, Computer Programs, and Similar Works

In keeping with tradition, the College does not claim ownership of books, articles and similar works, the intended purpose of which is to disseminate the results of academic research or scholarly study. Such works include those of students created in the course of their education, such as dissertations, papers and articles. Similarly, the College claims no ownership of popular nonfiction, novels, software, poems, musical compositions, or other works of artistic imagination which are not institutional works.

C. Commissioned Works of Non-employees

Commissioned works of non-employees are owned by the creator and not by the commissioning party, unless there is a written agreement to the contrary. College personnel needs, therefore, generally to require contractors to agree in writing that ownership is assigned to the College.

Examples of works which the College may commission non-employees to prepare are:

- illustrations or designs
- artistic works
- architectural or engineering drawings
- computer software
- reports by consultants or subcontractors.

D. Videotaping and Related Classroom Technology

Any videotaping, broadcasting, or televising of classroom, laboratory, or other instruction, and any associated use of computers, must be approved in advance by the Vice President/Provost, who shall

determine the conditions under which such activity may occur and, in conjunction with the Vice President/Treasurer resolve questions of ownership, distribution and policy.

E. Scholarly Projects Specifically and Substantially Funded by College Funds

All individuals who participate in research or scholarly projects specifically and substantially supported by College funds must sign an agreement with the college under which patentable and copyrightable works resulting from such projects are assigned to the College.

Scholarly projects specifically and substantially funded by the College include, but are not limited to:

- (1) direct support with College funds for a specific project, "product"-a "commissioned work;"
- (2) use of College release time for a specific project, task,-a "commissioned work;"
- (3) use of prior College developments as part of a "derivative work;"
- (4) substantial use and/or the assistance of College support staff; or
- (5) substantial use of computer hardware and/or software.

F. Institutional Works

The College shall retain ownership of works created as institutional rather than personal efforts-that is, works created for College purposes in the course of the inventor's/creator's employment. For instance, work assigned to staff programmers is "work for hire" as defined by law (regardless of whether the work is in the course of sponsored research, unsponsored research, or non-research activities), and the College owns all rights, intellectual and financial, in such works.

G. College Rights

As the owner of patent/copyright, the College has the exclusive rights to do and to authorize any of the following upon notification of the creators of the works:

- (1) to reproduce the copyrighted work;
- (2) to prepare derivative works based upon the copyrighted work;
- (3) to distribute copies of the copyrighted work to the public by sale or other transfer of ownership, or by license, rental, lease, or lending;
- (4) in the case of literary, musical, dramatic, and choreographic works, pantomimes, and motion pictures and other audiovisual works, to perform and/or display the copyrighted work publicly;
- (5) to distribute copyrighted works to faculty and staff of the College for internal use in their instructional programs; and
- (6) to assign its rights to another as the College deems appropriate. (e.g. the College may choose not to develop a patent/copyright and may assign all rights to the inventor(s)/creator(s).)

III. DISTRIBUTION OF EQUITY

In the case of works patented/copyrighted by the College, and where dissemination and distribution of the work becomes a commercial property, and royalties or other considerations generated will be shared with the authors, the authors of the work will receive 2/3 of the net proceeds received by the College. For the purposes of this policy, net proceeds is defined as the total income generated by the sale, licensing, or distribution of the work, less out-of-pocket expenses incurred by the College in registering the copyright, and any administrative expenses in conjunction with the sale, licensing of the work, and the collection of royalties.

Authors of the work may be students, faculty, and staff of the College, or any combination thereof. When more than one author is involved, the responsibility for determining the relative distribution among the authors rests solely with the authors.

In the case of derivative work, the College authors must negotiate an acceptable arrangement for royalty sharing with the authors of the original work.

In any event, the College assumes no responsibility or liability in disputes among authors concerning their royalty sharing.

IV. ADMINISTRATION OF POLICY

A. Determination of Ownership and Policy in Unclear Cases

Questions of ownership or other matters pertaining to materials covered by this Policy shall be resolved by the Vice President/Provost in consultation with the Vice President/Treasurer.

B. Distribution Procedures

The College encourages and seeks the most effective means of technology transfer for public use and benefit. To that end, the inventor/creator and/or College needs to determine whether to apply for patent protection or copyright protection. In certain instances it may be appropriate to apply for both. Such protection is often necessary to encourage a company to risk the investment of its personnel and financial resources to develop the work.

C. Development Options

The inventor/creator usually has the following options for development of his/her work.

1. Development by the inventor/creator

An inventor/creator who wishes to develop at his/her own expense inventions/creations made in the course of academic research or scholarly study needs to determine ownership. The inventor/creator is required to inform (in writing) the Vice President/Provost of his/her development intentions. The inventor/creator is cautioned to work with reputable, established organizations rather than with unknown or unestablished commercial firms.

2. Development by the College

The College usually administers patents through the Research Corporation in accordance with the current agreement in effect. The agreement is on file with the Controller. This agreement specifies procedures for evaluation for licensing and distribution of royalties.

D. Use of the College Name

1. Patents and copyrights may not be registered in the College's name without prior approval of the Vice President/Treasurer.

2. If copyrightable materials are published without a copyright notice, and copyright may be lost and the work may enter the public domain. The following notice on College-owned materials will protect the copyright:

Copyright c (year) The Reed Institute dba Reed College, All Rights Reserved. /No other institutional or departmental name and address of the department to which readers can direct inquiries may be listed below

the copyright notice. The date in the notice should be the year in which the work is first published, i.e., distributed to the public or any sizable audience. Additionally, works should be registered with the United States Copyright Office using its official forms.

V. EXPLANATION OF TERMS

A. Copyrightable Works

Under the federal copyright law, copyright subsists in "original works of authorship" which have been fixed in any tangible medium of expression from which they can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device. These works include:

- Literary works such as books, journal articles, poems, manuals, memoranda, tests, computer programs, instructional materials, databases, bibliographies;
- Musical works, including any accompanying words;
- Dramatic works, including any accompanying music;
- Pantomimes and choreographic works (if fixed, as in notation or videotape);
- Pictorial graphic and sculptural works, including photographs, diagrams, sketches and integrated circuit masks;
- Motion pictures and other audiovisual works such as videotapes;
- Sound recordings.

B. Scope of Copyright Protection

Copyright protection does not extend to any idea, process, concept, discovery or the like, but only to the work in which it may be embodied, illustrated or explained. For example, a written description of a manufacturing process is copyrightable, but the copyright only prevents unauthorized copying of the description; the process described could be freely copied unless it enjoys some other protection, such as a patent.

Subject to various exceptions and limitations provided for in the copyright law, the copyright owner has the exclusive right to reproduce the work, prepare derivative works, distribute copies by sale or otherwise, and display or perform the work publicly. Ownership of copyright is distinct from the ownership of any material object in which the work may be embodied. For example, if one purchases a videotape, one does not necessarily obtain the right to make a public showing for profit.

C. Works for Hire

"Work for hire" is a legal term defined in the Copyright Act as "a work prepared by an employee within the scope of his or her employment." This definition includes works prepared by employees in satisfaction of sponsored agreements between the College and outside agencies. Certain commissioned works also are works for hire if the parties so agree in writing.

The employer by law is the "author," and hence the owner, of works for hire for copyright purposes. Ownership in a work for hire may be relinquished only by an official of the College specifically authorized to do so.

D. Derivative Works

A "derivative work" is here defined as a work based upon one or more pre-existing works, such as a translation, musical arrangement, dramatization, fictionalization, motion picture version, sound recording, art reproduction, abridgment, condensation, or any other form in which a work may be recast, transformed,

or adapted. A work consisting of editorial revisions, annotation, elaborations, or other modifications that, as a whole, represent an original work of authorship, is a "derivative work."

E. Other Intellectual Property

1. Trade and Service Marks

Trade and service marks are distinctive words or graphic symbols identifying the source, producer, or distributor of goods or services.

2. Trade Secrets

"Trade Secret" is a legal term referring to any information, whether or not copyrightable or patentable, which is not generally known or accessible, and which gives competitive advantage to its owner. Trade secrets are proprietary information.

F. Patent

A patent is a grant issued by the U.S. Government giving an inventor the right to exclude all others from making, using, or selling the invention within the United States, its territories and possessions for a period of 17 years. When a patent application is filed, the U.S. Patent Office reviews to ascertain if the invention is new, useful, and nonobvious and, if appropriate, grants a patent-usually two to five years later. Not all patents are necessarily valuable or unsusceptible to challenge.

G. Invention

An invention is a novel and useful idea relating to processes, machines, manufactures, and compositions of matter. It may cover such things as new or improved devices, systems, circuits, chemical compounds, mixtures, etc.

It is probable that an invention has been made when something new and useful has been conceived or developed, or when unusual, unexpected, or nonobvious results have been obtained and can be exploited.

An invention can be made solely or jointly with others as coinventors. To be recognized legally, a coinventor must have conceived of an essential element of an invention or contributed substantially to the general concept.

H. Patentability

Not all inventions are patentable. Questions relating to patentability are often complex and usually require professional assistance.

1. General criteria for patentability.

An important criterion of patentability is that an invention must not be obvious to a worker with ordinary skill in that particular field. It also must not have been publicly known or used by others in this country or patented or described in a printed publication anywhere prior to the date of invention.

2. Loss of patentability.

Inventions that are patentable initially may become unpatentable for a variety of reasons. An invention becomes unpatentable in the United States unless a formal application is filed with the U.S. Patent Office within 12 months of disclosure in a publication, public lecture, or of any other action which results in the details of the invention becoming generally available.

3. Circumstantial impairment of patentability.

Many other circumstances may impair patentability, such as lack of "diligence." For example, unless there

is a record of continuous activity in attempting to complete and perfect an invention, it may be determined that the invention has been abandoned by the initial inventor, and priority given to a later inventor who showed "due diligence."

4. International variation of patentability regulations.

Regulations covering the patentability of inventions and application filing procedures vary considerably from country to country and are subject to change. It is important to note that an invention is unpatentable in most foreign countries unless a patent application is filed before public disclosure.

VI. SPECIAL NOTES

A. The basic purposes of the College always take precedence over patent and copyright considerations. While the College recognized the benefits of patent and copyright development, it is most important that the direction of College research should not be established or unduly influenced by patent and copyright development considerations.

B. Agencies sponsoring research at Reed usually require reports of all inventions, whether or not they are considered patentable.

C. The College in all events shall have the right to perform its obligations with respect to patentable and copyrightable works, data, prototypes and other intellectual property under any contract, grant or other arrangement with third parties, including sponsored research agreements, license agreements and the like.

D. College resources are to be used solely for College purposes and not for personal gain or personal commercial advantage, nor for any other non-College purposes.

VIII. D. CONFLICT OF INTEREST POLICY AND PROCEDURES

(Source: Approved by the Board of Trustees on April 22, 1995)

TRUSTEES AND OFFICERS. The trustees of The Reed Institute, dba Reed College (the "College"), desire to avoid any conflict or appearance of conflict between the College's interest and any personal interest of a trustee or officer. To help achieve this objective, the trustees have adopted the following procedures:

- a. When any personal interest on the part of a trustee or officer of the College poses a conflict with the trustee's or officer's College responsibilities, the trustee or officer shall:
 - i. Promptly call the conflict to the attention of the other trustees or officers of the College who are participating in or voting on the matter which poses the possible conflict, and
 - ii. Abstain from participation in or voting on such matter. In the case of a trustee, the official minutes of the meeting shall reflect that a disclosure was made and that the trustee abstained from any participation in the matter.
- b. A conflict of interest is a situation that involves a personal or business relationship between a trustee or officer, or a member of the trustee's or officer's family, and the College that can reasonably be expected to cause the College to be vulnerable to criticism, embarrassment, litigation or legal liability. One or more of the following factors may be present:
 - i. Money or profit or other factors may be involved amounting to a substantial benefit to a director, officer or family that bear upon the fiduciary responsibility of the board to ensure that no trustee or officer use (or be perceived to be using) his or her College affiliation for personal financial gain except as may be explicitly allowed by College policy.
 - ii. One or more aspects of the College's programs, personnel, or auxiliary enterprises may be affected.

The following definitions are provided to help decide whether a relationship should be disclosed:

Business relationship: One in which a trustee, officer, or a member of his or her family as defined below serves as an officer, director, employee, partner, trustee, or controlling stockholder or member of an organization that does substantial business with the College.

Family: A spouse, partner, siblings, children, or any other relative if the latter resides in the same household as the trustee or officer.

Substantial benefit: When a trustee or officer or family (1) is the actual or beneficial owner of more than five percent of the voting stock or other controlling interest of an organization that does substantial business with the College or (2) has other direct or indirect dealings with such an organization from which the trustee or officer or family benefits directly, indirectly, or potentially from cash or property receipts totaling \$10,000 or more annually.

FACULTY

Background and General Policy

It is the policy of the College to ascertain and deal with situations in which the personal or financial interests of individual faculty members may be in conflict with the interests of the College. It is also the policy of the College to adopt and implement policies and procedures required by governmental and other agencies that fund research or educational activities through the College.

In order to ascertain potential conflict of interest situations, the College requires disclosure of financial information from faculty members when an actual or potential conflict of interest situation may be presented. It is not possible to catalog all of the potential conflict of interest situations that may occur.

Generally speaking, a conflict may exist in any situation in which the resources of the College, whether cash, physical facilities, equipment, or human resources, including grant funding from public agencies, is being used by a faculty member on a project in which the faculty member (including immediate family) has a separate personal interest, usually financial in nature. Some of the more likely situations to occur are enumerated in subsection b. below.

Faculty members should not hesitate to ask for guidance from the Dean of the Faculty in situations not specifically described in this policy and procedure statement. Faculty members can be subject to the ordinary disciplinary process of the College if they fail fully and truthfully to disclose conflict of interest situations, and could be subject to criminal sanctions or civil liability under federal or state law as well.

Once disclosed, it is the policy of the College to deal with the conflict in an appropriate manner. Any review of a potential conflict of interest will be undertaken in the light of four general propositions. First, conflicts of interest per se are inevitable, and do not represent any impropriety by faculty members if disclosed in advance. Second, the failure to disclose a conflict of interest for administrative review and response would be a serious mistake for any faculty member. Third, there is a presumption in favor of allowing faculty members to act in dual roles once the conflict of interest has been disclosed. Fourth, conflicts of interest may be so profound under some circumstances that it would be best for all concerned if the faculty member did not participate in a particular transaction.

Occasions Requiring Filing of Disclosure Forms. Although other situations may arise which could also require filing disclosure forms, the following circumstances require prompt filing of disclosure forms upon occurrence of the applicable circumstance:

- If you become aware of a conflict between your personal financial interests and those of the College in the course of your ongoing work;
- If you wish to use College facilities, equipment or personnel for your outside consulting or business activities;
- If you wish to employ or use students, residents, or fellows in any research work related to or supported by an outside firm in which you have an interest;
- If you are asked to represent or assist the College in important business decisions dealing with outside entities;
- If you are an "investigator" (as defined in NSF Grant Policy Manual, Section 310) or in another capacity responsible for the design and conduct, or reporting of research or educational activities funded or proposed for funding by NSF or other governmental agency; or
- If you have filed a conflict of interest disclosure form during the previous year that showed the occurrence or continued existence of circumstances that required the filing of a conflict of interest disclosure form.

What to File. If you are required to file, you should use the form attached to this policy statement ([download](#)). In responding to the questions on the form, please refer to the guidelines contained in the attachment to the form entitled "Scope of the Particular Questions."

Where to File. If you are required to file a form under subsection b above, you should file with the Dean of the Faculty.

Reviewing Authority. Each disclosure form filed will be reviewed by the Dean of the Faculty (the "**Reviewing Authority**"). The Reviewing Authority shall determine whether any conditions or restrictions need be imposed to manage, reduce or eliminate actual or potential conflicts of interest. Such conditions and restrictions might include, without limitation, the following:

- public disclosure of significant financial interests;
- monitoring of research by independent reviewers;
- modification of the research plan;

- disqualification from participation in the portion of an NSF- funded project that would be affected by significant financial interests of the participant;
- divestiture of significant financial interests; or
- severance of relationships that create actual or potential conflicts.

If the Reviewing Authority determines that imposing conditions or restrictions would be either ineffective or inequitable, and 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, then the Reviewing Authority may allow the research to go forward without imposing such conditions or restrictions.

Appeal. Any decision by the Reviewing Authority may be appealed by the faculty member or other affected person to the Appeals and Review Committee, which shall recommend action to the President, whose decision shall be final.

Actions. Actions may be taken by the Dean of the Faculty for failure to comply with any conditions or restrictions imposed by a final decision of the Reviewing Authority or, in the event of appeal, by the President. Appropriate actions may include, without limitation, any of the following:

- removal from any committee or other group, participation in which gives rise to the potential or actual conflict of interest;
- discontinuance of the research or other activity, participation in which gives rise to the potential or actual conflict of interest;
- notification to NSF or other funding agency for a project, participation in which is the cause of the potential or actual conflict of interest;
- request to NSF or other funding source to discontinue funding of a project, participation in which has given rise to the potential or actual conflict of interest;
- termination of use of any College facilities, equipment, personnel and other resources for continuation of any project, participation in which has given rise to the potential or actual conflict of interest; and/or
- forfeiture of any funding controlled by the College from and after the date of failure to comply with any conditions or restrictions imposed by the Reviewing Authority or, upon appeal, the President.

Retention of Records. The College will maintain in the office of the Dean of the Faculty all conflict of interest questionnaires, report forms and related files, and all actions taken to resolve actual or potential conflicts of interest, for a period of **three** years from the date of resolution of such particular conflict of interest matter. In the case of conflict of interest matters pertaining to NSF grants or grants by other agencies, the records shall be retained until at least three years after the later of (a) the termination or completion of the award to which they relate, or (b) the resolution of any action involving those records, or (c) such longer period as the applicable agency shall require.

NONACADEMIC PERSONNEL. The policies in this section are applicable to College personnel other than directors, officers and faculty. The College recognizes that the good judgment of its staff is essential, and that no list of rules or guidelines can provide direction for all the varied circumstances that may arise.

Guidelines.

Each staff member has a duty to act in the best interests of the College.

Staff members who have, directly or through family or business connections, an interest in suppliers of goods or services, or in contractors or potential contractors with the College, should not undertake to act for the College in any transaction involving that interest. No staff member shall participate in the selection,

award or administration of a contract with any party with whom he or she is negotiating respecting potential employment or has any arrangement concerning potential employment.

Staff members shall avoid outside employment or business activity involving obligations which may in any way conflict, or appear to conflict, with the College's interests, including its interest in the full- or part-time, as the case may be, services of its staff members. Directorships or consultation arrangements for which the staff member will receive compensation should be cleared with the staff member's responsible vice-president who shall consult in each instance with the Vice-President/Treasurer of the College.

Each staff member shall provide full disclosure of any business or financial enterprise or activity in which he or she is involved which might influence, or might appear to have the capacity to influence, his or her official decisions or actions on College matters. Disclosure shall be in writing tendered to the staff member's vice-president who shall consult in each instance with the Vice-President/Treasurer of the College.

Staff members shall refrain from personal activities, including but not limited to the purchase or sale of securities, real property or other goods or services, in which they could use, or might appear to have the opportunity to use, for personal gain, confidential information or special knowledge gained as a result of their relationship with the College.

Each staff member shall refrain from unauthorized disclosure of nonpublic information concerning the College's intentions, its investments, its property development, sale or acquisition, its purchasing or its contracting activities.

No staff member shall make unauthorized use of College resources for his or her personal benefit or for the benefit of any other person.

It is sound practice to discourage personal gifts and favors from people with whom the College has a business relationship. Personal gifts of more than nominal value should be tactfully declined or returned, to avoid any appearance or suggestion of improper influence. Those staff members involved in the awarding or administration of contracts using federal or other governmental funds should keep in mind that they are prohibited by law from soliciting or accepting gratuities, favors or anything of monetary value from contractors or potential contractors.

No staff member shall act in any College matter involving a member of his or her immediate family including but not limited to matters affecting such family member's employment, evaluation or advancement in the College, without first making full disclosure in the manner described in subparagraph iv above. Such disclosure shall include the nature of the familial relationship and the impact or potential impact of the staff member's action on such family member.

In any case in which a staff member believes that his or her conduct or activities may conflict with these guidelines, may appear to conflict with these guidelines or may otherwise create a conflict of interest or the appearance of a conflict of interest, the staff member should disclose the details of his or her situation in the manner described in subparagraph iv above.

VIII. E. USE OF CAMPUS FACILITIES

(Source: Varies)

Sports Center:

Students who are currently registered have free access to all Sports Center facilities.

Students on official leaves of absence must obtain a card for the Sports Center from the Director or Associate Director of Physical Education. This card will allow them access to the Sports Center whenever the facilities are open. They may take a PE class provided they register as an audit and pay the audit class fee. A student is only considered on leave for one year; at the end of that year they must obtain an alumni card and use the Sports Center during the posted alumni hours.

Library:

Currently registered students have free access to Library facilities.

Alumni of the College are granted borrowing privileges. Alumni simply show their alumni card to the person at the front desk and may check books out for 28 days. They cannot use any other services such as interlibrary loan. Students on official leaves of absence are allowed to borrow books.

Ski Cabin:

The Ski Cabin is not governed by an official policy. It is available to anyone connected to the Reed community including current students, alumni, and their friends.

Computer Usage:

(Source: Computing and Information Services, 2007)

Faculty and staff at Reed have free access to all public computing resources.

Students who are currently registered at Reed have free access to all public computing resources except laser printing. Students receive an annual allotment of free printing: \$40 for seniors, \$20 for all others. Additional printing is billed to students' accounts.

Students who are on official leave lose their computing privileges (except for Reed email addresses from which they can forward email to off-campus accounts). Students on leave who wish to retain computing privileges may request an exception from the Dean of Students.

Alumni may use the campus network and computer labs. They must request access in person at the Help Desk and sign a Computer User Agreement. Alumni computing privileges lapse after 180 days but are renewable. Alumni have no printing privileges and must defer to current students in the use of computer lab facilities.

Guests may have limited access to online library resources, the web, and campus information kiosks as permitted by college policies.

Alumni, guests, and others may be granted additional computing privileges in special circumstances by Computing & Information Services (CIS). The College reserves the right to deny computing access to anyone in violation of college computing policies.

Additional information about access to computing facilities is available online at:

<http://www.reed.edu/cis/help/index.html>.

Conference and Events Planning Office (CEP):

(Source: CEP July 2005)

The use of campus facilities and grounds by College and outside organization is handled on a priority basis:

1. First Priority

Regularly scheduled classes and activities carrying academic credit

2. Second Priority

Meetings, programs and events created, funded and scheduled by Reed College-recognized student organizations and departments, for Reed College students, faculty, or staff for internal college organization functions.

3. Third Priority

Outside organizations if the following conditions are met:

- a. The facility requested is not anticipated to be needed for a regularly schedule college function;
- b. The event is sponsored by: a faculty or staff department; a student organization with recognized college status; an academic organization by arrangement through the faculty advisor; a group of students, provided a petition signed by five percent of the student body is presented to the CEP.

4. Fourth Priority

If not required for the three priorities listed above, college facilities may also be available to non-college organizations for a rental fee on a case-by-case basis. As a general rule, facilities will not be rented during the academic year except during academic breaks.

Use of college facilities will not be authorized for activities raising money, including political fund raising, except when authorized in junctions with an event.

Commons:

The Commons is "open," meaning that anyone connected to the Reed community is allowed access to the Commons dining area during meals.

Kaul Auditorium and Gray Center Foyer and Lounge

(Source: Office of the Dean of the Faculty, 2/20/98)

The College wants and encourages members of the Reed community, including student groups and organizations, to make use of the new Kaul Auditorium and the Gray Center Foyer and Lounge. It is a wonderful new space on campus from which we hope the entire community benefits. Normally, the auditorium is booked months in advance for most weekend nights and many weeknights. Groups wishing to use the auditorium will need to plan well in advance. The following guidelines will be used for all events.

1. This is a non-smoking facility and all groups or organizations using the auditorium are required to have a means in place for enforcing this policy.
2. Alcohol can be distributed and consumed during events only when the distribution is licensed according to Oregon Liquor Control Commission (OLCC) guidelines and Bon Appetit is the distributor. The distribution and consumption must take place in a clearly separated part of the building to which access is given only to those of legal age.
3. All events held in the auditorium must end by 12:30 a.m.

4. The auditorium will be staffed at all times by a college employee(s) whose salary will be paid by the sponsoring group or organization.
5. The individual, group, or organization sponsoring the event is financially responsible for any special set up, security, clean up, damage or theft which occurs.
6. No food or drink will be permitted in the auditorium at any time, unless it involves an event explicitly designated with such use in mind.
7. All student reservations for using the auditorium or lounge should be initiated through the office of the Director of Student Activities at least two weeks in advance of the event.
8. The auditorium will only be reserved for groups needing this size and type of space. Other needs will be met through other College facilities.
9. The following specific policies govern the use of the auditorium for music performance by Reed students and faculty:
 - a. Performers who teach in Reed's applied music program may be permitted to schedule recitals in the auditorium if they can demonstrate strong reasons (e.g. seating capacity, acoustics, etc.) for using the auditorium instead of some other on-campus facility and if such recitals fit into the overall schedule for the hall. Based on these general considerations, the Director of Conference and Events Planning will be responsible for deciding whether or not such recitals can take place in the auditorium.
 - b. Performers who teach in Reed's applied music program and who are permitted to schedule recitals in the auditorium may be exempt from rental fees, at the discretion of the Director of Conference and Events Planning.
 - c. No student recitals will be held in the auditorium, except for serious piano students who would clearly benefit from using the concert grand piano.
10. As a rule, Kaul Auditorium will be governed by the standard College policy that facilities are not rented to external groups during the academic year. But the Director of Conference and Events Planning may consider, and bring to the President, exceptions to this policy.
11. No fees shall be charged for admission to events, except by prior arrangement with the Director of Conference and Events Planning. If such an event is approved, normal rental fees will apply.
12. Technical support to the audio-visual and/or lighting systems in the auditorium must be coordinated by Reed's Audio Visual Services Department.
13. Points 1-10 above are guidelines. In all cases, final decisions regarding the use of the auditorium will be made by the President or by the President's designee.

VIII. F. SMOKING POLICY

(Source: Multnomah County Ordinance 937 adopted December 16, 1999, Oregon Smokefree Workplace Law, [ORS 433.853-433.990](#))

In June 2007, the Oregon legislature passed a law strengthening the Oregon Smokefree Workplace Law. The new restrictions went into effect on January 1, 2009.

The law expands the number of indoor workplaces that are required to be smokefree. Smoking is prohibited in most public places and workplaces with few [exceptions](#). *Public place* means any enclosed area open to the public. *Place of employment* means every enclosed area under the control of a public or private employer that employees frequent during the course of employment.

The law also prohibits smoking within 10 feet of entrances, exits, windows that open, and ventilation intakes of workplaces or public places.

In addition, the college residence halls are smoke-free.

Approved by the residence life committee April 2001:

No smoking of any substances is allowed in any dorm, although smoking tobacco products is permitted on balconies unless the smoke bothers someone else. It is expected that a request to discontinue smoking on a balcony will be honored.

VIII. G. DOGS

*(Source: Passed by the Student Senate November 19, 1992
Revisions approved by Student Senate October 9, 1998
Approved by the Faculty December 7, 1998,
Amended by the Faculty April 17, 2000)*

Introduction:

All members of the Reed College community are bound by the Honor Principle to be responsible for the appropriate conduct of their dogs while on the Reed campus. The purpose of this policy is to provide, in advance, a set of reasonable guidelines for acceptable behavior of any dog that visits Reed campus; it is intended to serve as a clarification of the obligations of dog owners to the Reed community. Community members should be forewarned that a breach of this policy may, in itself, constitute a violation of the Honor Principle. This policy pertains to the internal governance of the Reed College community only. Its provisions shall be considered binding upon employees of the College in the performance of their duties. It shall not be construed to abridge or supersede any rights or responsibilities put forth in Multnomah County law. Further, this policy shall annul and supersede any other dog policies currently in existence at Reed College, with the exception of the Residential Pet Policy, with which the provisions of this policy are consistent.

Policy:

1. Dogs must be restrained by a leash, and accompanied by a person at all times while on the Reed College campus.

2. Dogs are not permitted in the following locations:

1. Commons
2. Cafe
3. Paradox Cafe
4. IRCs
5. Library (including the lobby)
6. Classrooms where the professor bans dogs
7. Sports Center
8. Health Center
9. Bookstore
10. Kaul Auditorium
11. Theater

2.1 The S.U. committee shall set the dog policy for the Student Union.

3. No dogs in heat are permitted on the Reed Campus.

4. All dogs must have the following vaccinations:

1. Rabies
2. Parvo-virus
3. DHLPP
4. Kennel Cough

5. No dog may threaten or attack any member of the Reed community. Dogs are also prohibited from attacking other animals on the Reed Campus.

6. Dogs are not permitted to damage the property of Reed College or the property of any member of the Reed community. Any damages of Reed College property resulting from a dog may be charged to the owner's business account.

7. Dogs must not disrupt any function or event on the Reed campus.

8. Dogs must be registered with Multnomah County and display the appropriate current license tag while on campus. In addition, they must be registered with Reed's Office of Community Safety at no cost. Dog registration should be completed at the time of normal academic registration, or within one week of the dog's arrival on the Reed campus. At the time of registration, one person must take primary responsibility for each dog. Dog owners must give proof of vaccination (section 4, above) at the time of registration. Upon registration, the dog will be issued a Reed identification tag that should be worn at all times. A photograph will be taken of the dog to aid in identification in the case of violations or missing or injured dogs.

9. Dog owners are responsible for cleaning up after their pets.

Implementation:

At the beginning of each academic year, all students, faculty, and staff will receive a copy of this policy governing the behavior of dogs on the Reed Campus.

Community members who are aware of dog policy violations should take informal steps to notify the owner of his/her dog's behavior. Violations of this policy may be reported to

the Office of Community Safety, which shall promptly notify the dog owner and place a written complaint in the dog owner's file. Any dog who accrues three (3) complaints will be banned from the Reed College campus. (Please see below for appeal process information.) If any dog owner persists in bringing his/her dog to campus after it is banned, Community Safety may take any steps necessary under Multnomah County law to remove the dog from campus. In this case the owner will be in violation of the Honor Principle and will be subject to communal sanctions as defined by the judicial system of the community.

Community members who believe that an Honor Violation has occurred due to clear violations of the policy or for reasons not specified in this document, may raise an Honor Issue through the appropriate judicial mechanisms of the Reed community. Single violations of this policy may in and of themselves constitute a violation of the Honor Principle.

Any dog which poses an immediate threat to the safety of community members may be removed immediately from the Reed College campus, without prior notification of the owner, by emergency action of the Office of Community Safety. Any such dog, whether sick, vicious, or otherwise dangerous may be banned from the Reed campus by the Office of Community Safety, until such time as the ban has been made permanent by an appropriate judicial body, or until the animal no longer poses a threat to members of the community. Moreover, if a dog bites anyone on the Reed College campus, it will be permanently banned from any properties of the College with recourse to appeal only in extraordinary situations such as extreme provocation of the dog. Appeals of this nature will be heard by the Appeals Board.

Violations of this policy may result in penalties, at the discretion of the appropriate judicial body. Penalties may include, but are not limited to, fines, the requirement of more stringent restraint, or permanent removal of the animal from campus. The Office of Community Safety may be charged with the enforcement of penalties imposed through the judicial system of the community. An action of the Office of Community Safety may be appealed to the appropriate judicial body of the Reed College community within five (5) working days.

VIII. H. SOLICITATION ON CAMPUS

(Source: Vice President/Treasurer, October, 1990)

In the interest of every student's right to health, safety, and general privacy, Reed College prohibits solicitation and/or sales on college-owned property except with the specific written permission of the College.

In those instances in which permission is granted, sales are limited to the business hours of Reed College, and to designated areas established by the College as listed below. No solicitation or sales will be allowed in the Residence Halls at any time.

Sales representatives must obtain a sales permit from the Reed College Community Safety Office in the Greywood Building. Students wishing to sell merchandise must present a valid Reed College I.D. at the Community Safety Office to be issued a sales permit. This permit must be on display at the sales location.

Strangers or solicitors, without clearance, should be reported promptly to the Community Safety Office. The college reserves the right to refuse or rescind a sales permit if necessary.

Sales are permitted in the following locations during Reed College business hours of 8:30 a.m. to 5:00 p.m., Monday through Friday, and during certain special events by previous arrangement:

- Commons Porch
- Student Union
- Front lawn during certain specified events (Renaissance Fayre, etc.)
- East parking lot (vans or trailer-booksellers).

VIII. I. INVESTMENT RESPONSIBILITY

*(Prepared and adopted by the Investment Committee,
Board of Trustees, December 6, 1977 and
Approved by the Board of Trustees, January 13, 1978)*

I. Academic Freedom & Institutional Political Neutrality

Throughout its history, the College has been extraordinarily concerned with the defense of academic freedom and as an important adjunct to that defense has sought to limit the political role of the institution or the enlistment of the institution's name in political causes by any of its constituents. Examples of such limitations are the following.

- Article IV of the Faculty Constitution and By Laws on "Academic Freedom and Responsibility," which provides "that each faculty member has individual freedom of inquiry and expression," also contains in Section 2 the statement that "when a faculty member speaking, writing or acting as a citizen shall be free from institutional censorship or discipline, and should undertake to avoid any implication of being an institutional spokesman."

- The Organization and Speaker Policy codified May 6, 1965 and presently in effect and described in the Student Handbook provides that campus organizations sponsoring speakers must clear their plans with the College Public Information Office, and announcements and publicity must make clear under whose auspices and "not Reed College as such" the person is appearing.

- In 1971, in response to a Board of Trustees directive to produce a statement of Operating Principles and Basic Procedures of Reed College the faculty voted on April 19, 1971 as one of its provisions:

"- the college fosters and defends academic freedom and avoids taking positions on political issues that do not affect the college or higher education directly."

- The 1977-78 Catalogue of Reed College reflects that position when it states:

"Reed is an educational, not a political, institution, and the college avoids taking institutional positions on political issues that do not directly affect higher education."

It is clear the College has been at pains to recognize that academic freedom and institutional neutrality are related, and thus to limit the institutional role in order to give maximum protection to freedom of inquiry and expression for its individual constituents.

II. Investment Objectives - Primacy of financial objectives

The primary investment objective is a fiduciary one to produce a maximum total return with reasonable safety. The statement of endowment investment policy endorsed by the Board of Trustees May 19, 1973 includes the statement:

"The Trustees have determined that, to the extent permitted by the terms and conditions imposed in connection with various gifts to Reed, it is desirable that all funds that Reed holds for investment without obligation to pay income therefrom to a donor continue to

be pooled and invested in such a way as to produce a maximum total return therefrom consistent with the reasonable safety of such funds and economy in the investment thereof."

The primacy of prudent financial investment objectives and the exercise of fiduciary responsibility are also required by tradition and by the governing law and statutes surrounding the College.

Citing the primacy of the College's financial objective is done not to displace the significance of moral, social and political issues in share ownership, but rather to emphasize that share ownership does not constitute College approval of all of the policies of any complex share-held corporation, or, for that matter, of all the policies of the dozens of corporations whose shares it may hold at any moment of time. To own is not necessarily entirely to endorse. The College recognizes that extensive resort to non-financial judgments in portfolio selection would weaken the position that ownership carries no presumption of approval on non-financial matters.

An educational institution, with the special obligation of protecting the widest possible expression of divergent viewpoints, and the special responsibility of protecting intellectually dissenting minorities, may of necessity be more abstaining on controversial social, political, and moral issues than individuals or groups who exercise ownership but do not have such special responsibilities.

Considering all of the foregoing points, the College does not buy securities for purposes that are not financial. They are not bought, for instance, to influence attitudes toward moral or social questions, or to achieve objectives that are non-financial.

As an independent college without major support from governments, the investment committee recognizes the importance of past and current private gifts and of a healthy and growing income from endowment as major forces for the survival and vitality of the College.

III. Recognition of College Investment Responsibility

In acting on non-economic questions the College recognizes that its traditions require it to act only where the issue at hand is of a compelling social or moral character and where the action taken reflects widely held, perhaps almost universally held social or moral positions. It should refrain from actions where significant divergence of opinion is perceptible among college constituencies or members.

In judging whether to act on non-economic behavior of large and complex companies the College would take into account

- whether a non-economic issue is of larger or smaller significance in the operations to the company, that is, to what extent the issue can be said to characterize the company.

- whether an issue is judged to be in the process of correction or improvement versus deterioration.

- whether company efforts toward correction are judged to be in process or are likely.

The College has not regularly deliberated and acted to vote its proxies in its own name in the past and where it has voted them it has virtually always been on matters of considerable moment affecting predominantly economic issues. The College name has thus rarely been attached to proxy votes.

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IV. Administration of Investment Responsibility Policy

Administration of the Investment Responsibility Policy is carried out as a part of the investment responsibilities of the Board of Trustees, pursuant to the investment management provisions of the By Laws of the Reed Institute.

The Investment Committee of the Board, or its designee, authorizes all proxies, and the Investment Committee is the body which will, if so requested, consider matters of investment responsibility along with its other investment management functions.

The Investment Committee may take such information and advice from constituencies of the College as it deems advisable. Where members of the College community have strong concerns, these may be directed in writing to the Treasurer of the College who acts as the campus liaison with the Committee. The Treasurer will normally report such concerns to the Committee at its regular meetings, but may do so more frequently where the matter is of urgent concern.

The Investment Committee, by a majority vote of its membership, will decide such actions to be taken on non-economic issues as a part of its investment functions, and its decisions will normally be final.

If objection is made to such actions, an appeal may be registered in writing with the Treasurer of the College who will promptly transmit it to the Chairman of the Board of Trustees. The Chairman shall normally within one month appoint an ad hoc review committee of at least three members of the Board of Trustees who are not members of the Investment Committee, to review the decision of the Investment Committee, to have such hearings and to receive such further evidence and information as they deem necessary.

The ad hoc review committee shall proceed promptly to its review and to making its recommendations. As soon as they can be completed, they will be presented to the Board of Trustees at its next meeting.

The Board of Trustees as a whole shall then consider the recommendations in its meeting and dispose of the matter, either by a vote to uphold the recommendation of the review committee or by further action under its regular governing authority and rules of procedure.

VIII. J. VISITING SCHOLARS

(Source: Dean of the Faculty, 9/28/98)

From time to time the College has provided facilities and services for colleagues identified as Visiting Scholars. In CAPP's view, such arrangements should occur only when there is a clear benefit to the academic program. This might involve consultation with students and faculty, lectures on topics of professional interest, research assistance, and the like. It is understood that the appointment of Visiting Scholars will be occasioned only by specific needs and opportunities as identified by Reed faculty, should be recommended by a department, and will involve no salary or other remuneration. Visiting Scholars may receive privileges from the institution - e.g., mailing privileges, the use of letterhead, library and computer access, office and/or desk space, telephone access - as determined on a case-by-case basis. Such privileges will be subject to availability and to the approval of the President upon consultation with CAPP.

VIII. K. ENVIRONMENTAL POLICY STATEMENT

(Source: approved by the Reed Faculty December 4, 2006 and approved by the Board of Trustees February 10, 2007)

Reed College is committed to responsible stewardship of its campus environment and is aware that our actions and decisions impact our city, our region, and our planet. As an institution of higher learning, Reed is dedicated to investigating, understanding, and promoting awareness of its present and future impact on the natural world. Through broad community involvement and education, Reed strives to incorporate ideals of sustainability into the operations of the College and the daily lives of individuals on campus. Sustainability is commonly accepted to mean meeting the resource needs of the present without compromising the ability of future generations to meet their needs. All Reed efforts in support of sustainability will strive to maintain and develop the College in a responsible manner and to minimize the College's impact on the environment.

Activities in support of the above policy statement include:

1. Promoting Awareness
 - Provide educational opportunities for community members to learn about the College's commitment to sustainability.
 - Encourage all community members to incorporate environmentally sound practices into their campus activities.
 - Research and evaluate current practices and policies in light of new advances in technology.
2. Making a Commitment to our Campus Environment
 - Maintain and develop the campus landscape, including the Reed College canyon, using environmentally sound practices.
 - Use sustainable building practices in construction activities on the campus.
 - Develop, implement, and modify a campus master plan that respects the environment.
3. Making a Commitment to our Global Environment
 - Promote the efficient use of resources including water, fuels, electricity and other materials.
 - Limit waste through recycling and responsible purchasing of materials and services.
 - Understand best practice standards, requirements of environmental laws and regulations and have a process of continual environmental improvement.

The Environmental Sustainability Committee facilitates and coordinates the College's activities in support of sustainability. This committee monitors the current environmental impact of the campus and reports its findings annually to the faculty and to the community. The committee encourages proposals and suggestions from the community for ways to improve current sustainability practices and helps to determine which practices to investigate and adopt.

Fall Semester 2009

August	22-26	Sat. - Wed.	Orientation outings.
	26-30	Wed.–Sun.	Student orientation.
	26	Wednesday	Residence halls open for new students—8 a.m. Convocation
	27	Thursday	Placement exams and group advising. First faculty meeting.
	28	Friday	New student advising and registration. Student residences open for returning students—9 a.m. Returning student CHECK-IN.
	31	Monday	Classes begin. All work for spring semester 2009 incompletes due to the instructor.
September	4	Friday	Last day of late registration.
	7	Monday	Labor Day holiday—no classes scheduled.
	11	Friday	Deadline to add classes, change sections or reduce unit value in fall classes.
	25	Friday	Four-week comments due.
October	5	Monday	Deadline to drop semester classes—withdrawal from a fall class recorded after this date.
	17-25	Sat.–Sun.	Fall break—residence halls open, limited food service.
	26	Monday	Classes resume. EIGHT-WEEK GRADES DUE by 5 p.m.
November	9	Monday	Deadline to withdraw from a fall semester class or change to CR/NC. Deadline to drop a year class—withdrawal recorded after this date. Deadline to take a leave of absence for fall or to withdraw from the college.
	16-20	Mon.–Fri.	Registration confirmation for spring 2010.
	26-29	Thurs.–Sun.	Thanksgiving vacation—halls open, limited food svc.
	30	Monday	Classes resume.
	December	4	Friday
8		Tuesday	Thursday classes meet.
9		Wednesday	Friday classes and Wednesday night classes meet. LAST DAY OF CLASSES FOR FALL.
10-13		Thurs.–Sun.	Reading period and senior oral exams.
14-17		Mon.–Thurs.	FINAL EXAMINATIONS. No work for fall classes may be submitted after this period.
18		Friday	Residence halls close—noon. Theses due in library—noon.
January 2010		4	Monday
	8	Friday	Divisional grade reviews—10 a.m. Faculty grade review meeting—1 p.m.

Spring Semester 2010

January	15	Friday	Student residences open at noon—limited food service.
	18	Monday	Martin Luther King, Jr. holiday.
	22	Friday	Final day of open registration.
	25	Monday	Classes begin. All work for fall semester 2009 incompletes due to the instructor.
	29	Friday	Last day of late registration.
February	5	Friday	Deadline to add classes, change sections or reduce unit value in spring classes.
	19	Friday	Four-week comments due.
March	1	Monday	Deadline to drop semester classes—withdrawal from a spring class recorded after this date. Deadline to withdraw from a year class.
	13-21	Sat.–Sun.	Spring break—residence halls open; limited food service.
	22	Monday	Classes resume.
April	5	Monday	EIGHT-WEEK GRADES DUE by 5 p.m. Deadline to withdraw from a spring class or change to CR/NC. Deadline to take a leave of absence for spring or to withdraw from the college.
	19-28	Mon.-Wed.	Registration for 2010-11.
	30	Friday	SENIOR THESES DUE: four copies due in the Registrar's Office by 3 p.m. LAST DAY OF CLASSES.
May	3-9	Mon. – Sun.	Reading period and oral exams.
	10-13	Mon.–Thurs.	FINAL EXAMINATIONS. No work for spring classes may be submitted after this period.
	14	Friday	Theses due in library—noon. SENIOR GRADES DUE (pass/no pass)—3:00 p.m. Senior grade review.
	15	Saturday	Commencement rehearsal—2:00 p.m.
	17	Monday	COMMENCEMENT.
	18	Tuesday	Residence halls close—noon.
	19	Wednesday	ALL GRADES DUE—9:00 a.m.
	21	Friday	Divisional grade reviews—morning. Final faculty meeting—afternoon.