Bowdoin College

Faculty Handbook

2005-06

The *Faculty Handbook* contains information of interest to members of the faculty. The regulations in Section IV concerning appointment, reappointment, tenure, and promotion have been adopted by the Faculty under Chapter 7 of the By-Laws of Bowdoin College and are subject to change.

Additional information concerning degree requirements and student academic conduct may be found in the *College Catalogue* and the *Student Handbook*. Policies applicable to all College employees, such as those involving employee benefits, have generally been omitted from this Handbook; for information consult the Human Resources office.

This edition incorporates changes adopted through May 2005.

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Preamble

Bowdoin College is dedicated to undergraduate education. Accordingly, a high standard of teaching (including consultation outside the classroom and active participation in advising) is essential. Faculty members are also expected to be involved in their field outside the College, making scholarly, artistic, or other contributions which are recognized by the larger professional community. Each faculty member is further expected to participate in the intellectual and artistic life of the College community as well as to share in the work of the academic departments and in college governance by accepting appropriate administrative responsibilities, committee memberships and other duties that are essential to the life of the institution.

I. Professional Activity and Faculty Development

A. Professional Activities and Responsibilities

The college's legitimate interest in and concern with the commitment of faculty time can be expressed in terms of three principles (see Preamble). The first principle is that the faculty's primary responsibility is to teach. This includes adequate time allocated to course preparation and to advising students in the teacher's course and independent study programs. The second principle is that faculty should be engaged in professional and intellectual activities beyond the classroom and teaching. The third principle is that faculty must exercise corporate responsibility for themselves, the curriculum, and other areas of College life by active participation and leadership in academic departments (including rotation of departmental chairs), on faculty committees, and in meetings of the faculty. In a residential college, faculty also fulfill non-teaching responsibilities to students by advising them about curricular choices and post baccalaureate studies, and by participating in the intellectual and artistic life of the College. Each of these expectations – regarding teaching, scholarly and artistic work, and contributions to the College community – serves as a basis for evaluation of faculty for reappointment, tenure, promotion, and merit salary increases.

The College encourages and expects faculty to engage in scholarly or artistic activities, especially those which complement their work for students and the College and also contribute to the larger professional community. It also recognizes that scholarly or artistic activity may conflict with faculty members' other responsibilities to the College. It is the responsibility of each faculty member not to undertake a level of such activity that significantly conflicts with his or her teaching, collegial, or advisory functions, or to undertake a level of non-professional, "outside" work which inhibits either these or the pursuit of scholarly or artistic interests.

Faculty members are expected to meet all scheduled classes. In the case of a conflict between a scheduled class and some other professional activity, such as attendance at a conference, it is the faculty member's responsibility to inform students and his or her department chair well in advance and to arrange either appropriate alternative activities or make-up sessions for missed classes. Those who find it necessary, under extraordinary circumstances, to be absent from more than two classes in any one course during a semester should receive approval from the Dean for Academic Affairs.

It is the responsibility of all faculty members to be available for College obligations throughout the working week during the academic year--from fall semester orientation through scheduled classes, and reading and examination periods--to fulfill their responsibilities fully and avoid placing undue burdens on their colleagues. Faculty members are expected to arrange their personal schedules to be available for the full range of obligations on campus. If unusual personal circumstances require a different pattern of availability over an extended period of time, faculty members should make arrangements in advance with their department chair and the Dean for Academic Affairs.

Faculty members wishing to teach courses at other institutions during the academic year should consult with their department chair and obtain approval from the Dean for Academic Affairs.

The Dean for Academic Affairs has been instructed by the faculty to take all such matters into consideration when determining annual salary increases and/or in recommending that a faculty member seek promotion to a higher rank.

B. Sabbatic Leave Policy and Procedures

The By-Laws of the College provide for sabbatic leave for members of the faculty. Section 7.7 of the By-Laws states:

Members of the faculty with the rank of Professor or Associate Professor may apply for a sabbatic leave of absence once in each seven years, the year in question to count as a year of service to the College. Assistant Professors may apply during their third year of service for a sabbatic leave of absence, ordinarily to be taken during their fourth year of service.

1. Purpose

   The purpose of this provision is to make available to members of the faculty opportunities to pursue scholarly, artistic, and professional activities related to their development as teachers and scholars or artists. Therefore, sabbatic leaves may not be used ordinarily to teach at other institutions. Should special opportunities arise for some teaching during a sabbatic leave which might have particular benefit for a faculty member, approval for accepting such opportunities must be obtained from the Dean for Academic Affairs. Faculty members are expected to teach at the College for a period of two years after the sabbatical.

2. Eligibility[1]

Eligibility to apply for a sabbatic leave is determined by the number of semesters of full-time teaching; twelve semesters of full-time teaching constitutes the basic requirement to be met. Leaves of absence from the College, whether spent in teaching or research activities, will not count as service to the College in determining eligibility for sabbatic leaves. At least three years of teaching at the College should intervene between a leave of absence and a sabbatic leave; exceptions require the approval of the Dean for Academic Affairs.

The faculty member shall develop a plan for sabbatic leave activities. The plan should describe the relation of the planned activities to previous research and scholarly or artistic work, professional development and teaching and course development in the future.

The granting of a sabbatic leave will depend upon the necessary period of teaching, an evaluation of the prospects for the successful completion of the sabbatic leave activities and the value of those activities for the faculty member and the College. Consideration will also be given to the leave pattern in the department.

Assistant Professors who are in their third year of service to the College may apply for a sabbatic leave of absence pursuant to the By-laws of the College. Approval of such a leave will be contingent upon reappointment. If tenure is granted, the next sabbatic leave will occur after twelve semesters of full-time teaching following the leave taken in the rank of Assistant Professor. The leave will be taken normally in the fourth year, but should it be postponed until the fifth year, the twelve semesters necessary for the next leave will be counted from the fourth year. A candidate for tenure may normally postpone the tenure review by no more than one year as a result of a pre-tenure sabbatical or leave of absence for research, scholarship or artistic work, including leave taken prior to reappointment.[2] That review normally occurs during the fall of a faculty member's sixth year of service to the College (see Section IV.E.3).

3. Procedure

During each academic year, the Dean for Academic Affairs will determine which members of the faculty will be eligible, on the basis of the number of semesters taught, for a sabbatic leave during the academic year two years beyond a current academic year (e.g., in the spring of 2004-05, the determination of eligibility on the basis of the number of semesters taught will be calculated for the academic year 2006-07). The Dean for Academic Affairs will notify Assistant Professors of their eligibility for sabbatic leave of absence at the time at which reappointment in the rank of Assistant Professor is offered. The Dean will then inform those members of the faculty about their prospective eligibility and invite discussions

[1] Revised per (00-2-3), approved by the faculty 6 March 2000.
[2] Revised per (03-5-4), approved by the faculty 19 May 2003.

of possible sabbatic leave plans among the faculty member, department and the Dean for Academic Affairs.

The Dean will consult with the relevant department chair, evaluate the leave plan, and may consult with the Faculty Affairs Committee in determining approval for the leave. The Dean will review annually sabbatic leaves and their activities with the Faculty Affairs Committee and with the Academic Affairs Committee of the Trustees.

C. Leaves of Absence for Research, Scholarship, and Artistic Work[3]

1. The College encourages members of the faculty to seek funds from government agencies and foundations in support of leaves of absence for the pursuit of scholarly research or artistic work. Ordinarily, leaves of absence without pay are for one semester or one year. Applications may be made to the Faculty Resources Committee for support of leaves to extend sabbatic leaves or to provide support for those otherwise ineligible for a sabbatic leave.

2. Approval for leaves of absence should be sought from the Dean for Academic Affairs who will consult with the department chair and consider the needs of the individual, the department and the College in considering such requests. Ordinarily, the College requires three years of teaching between leaves of absence, including sabbatic leaves.

3. Leaves of absence for research and scholarship or artistic work may postpone a tenure or reappointment review as described in Section IV.C.1 and Section IV.E.3. However, such leaves normally will postpone the tenure review by no more than one year.

D. Ethical Standards of Research

An underlying principle of all research is the quest for truth. The credibility of research must be above reproach if the public trust is to be maintained. Any compromise of the ethical standards required for conducting research cannot be condoned. While breaches in such standards are rare, these must be dealt with promptly and fairly by all parties in order to preserve the integrity of the research community and of this college.

1. Definitions

   "Misconduct in research" is defined as any of the following:

   a) Fraudulent or improper practice in conducting scholarly research or reporting the results of such research, including plagiarism, intentional falsification or fabrication of data, intentional misrepresentation of data collection and

[3] Revised per (00-2-3), approved by the faculty 6 March 2000.

analysis, or other practices that seriously deviate from those that are commonly accepted within the research community for proposing, conducting or reporting research. This does not include honest error or honest differences in interpretations or judgments of data.

b) Misappropriation of research funds, including but not limited to diversion of such funds to personal or non-college use.

c) Retaliation of any kind against a person who, in good faith, reports or provides information about suspected or alleged misconduct.

In the following text, “complainant” means a person who makes an allegation of misconduct in research. “Respondent” means the person against whom an allegation of misconduct in research is directed, or the person who is the subject of the inquiry or investigation. There can be more than one respondent and complainant in any inquiry or investigation.

2. Allegation

Allegations of misconduct in research on the part of a faculty member or other employee of the college should be reported in writing to the Dean for Academic Affairs (hereafter “the Dean”) who will treat any allegation impartially and confidentially, protecting to the maximum extent possible the privacy of those who in good faith report apparent misconduct. If the Dean determines that the concern is indeed one of possible misconduct in research, s/he will initiate a process which will consist of an initial inquiry, followed by an investigation, if warranted.

3. Inquiry

An inquiry is a preliminary evaluation of available evidence and testimony that attempts to determine whether an allegation or other evidence of misconduct has sufficient substance to warrant an investigation. Its purpose is not to reach a final determination of whether misconduct occurred or who was responsible.

The Dean will assign a committee, consisting of three members, at least one of whom shall be drawn from the Research Oversight Committee, to conduct an initial inquiry into the allegations. The Dean will meet with the respondent to discuss the allegations and the procedures of the inquiry as set forth below, and will notify the respondent of the committee membership. If the respondent submits a written objection within five calendar days to any of the persons appointed to the inquiry committee, the Dean may replace the challenged person with a qualified substitute. At the time the Dean meets with the respondent, all data, records and materials relevant to the inquiry will be preserved and secured in the interest of protecting the respondent as well as the College. Every attempt will be made to do this in a way that will minimize disruption to the research program.

Once the membership of the inquiry committee has been finalized, the inquiry will involve interviewing the complainant, respondent, and key witnesses and

examining the relevant research records and materials. The inquiry shall be completed within 60 calendar days, unless circumstances clearly require a longer period. At the conclusion of the inquiry, the committee will present a written report to the Dean which states what evidence was reviewed, summarizes relevant interviews, and includes the conclusions of the inquiry as to whether an investigation is warranted. If the inquiry takes longer than 60 days to complete, the record of the inquiry shall include documentation of the reasons for exceeding the 60-day period. The respondent(s) will be given a copy of the report of inquiry and will be provided with an opportunity to comment on the report. To the maximum extent possible, the inquiry committee will provide confidential treatment to the affected individual(s).

Should the Dean, based on the report from the committee, conclude that further investigation is not justified, detailed documentation of the inquiry shall be maintained for three years to permit later assessment of that conclusion.

If the conclusions of the inquiry determine that a formal investigation is warranted, such an investigation will be initiated within 30 days.

Interim administrative actions, as appropriate to the allegations, may be taken at any time prior to the completion of the inquiry or investigation if such actions are necessary to protect the welfare of human or animal subjects of research or to prevent the inappropriate use of funds.

4. Investigation

An investigation is a formal examination and evaluation of relevant facts to determine whether misconduct has taken place, and if so, to assess its gravity and propose what action should be taken. During the investigation, additional instances of possible misconduct may be identified that would justify broadening the scope beyond the initial allegations. The Dean will appoint an investigative committee of three to five members who have the appropriate expertise to examine the evidence, interview the witnesses, and conduct the investigation. Committee members may be from within or outside the Bowdoin community, and must have no real or apparent conflicts of interest with respect to the respondent(s) or the case in question.

At the time the investigative body is appointed, the Dean shall inform in writing the respondent(s) and any co-investigator in the affected research effort that an investigation is to be conducted. This statement shall include information on the focus of the investigation and the composition of the investigation committee, and shall inform those being investigated of the opportunity to defend their conduct and provide comments and other relevant information to the investigative body. If the respondent submits a written objection to any of the persons appointed to the investigation committee, the Dean may decide to replace the challenged person with a qualified substitute. The Dean shall inform the Chair of the department of each affected individual that an investigation is under way. The Dean shall also inform any agency sponsoring the research if such action is required by the agency.

The investigation normally will include examination of all documentation including, but not necessarily limited to, relevant research data materials, proposals, publications, correspondence, memoranda, and notes of telephone calls. Whenever possible, interviews will be conducted of all individuals involved either in making the allegation or against whom the allegation is made, as well as other individuals who might have information regarding key aspects of the allegations. All interviews will be transcribed or tape recorded. Complete summaries of these interviews will be prepared, provided to the interviewed party for comment or revision, and included as part of the investigatory file. All parties involved in the investigation shall strive to maintain confidentiality of information.

5. Outcome of Investigation

Within 120 days of being appointed, the committee shall complete its investigation and shall submit its findings of fact and its recommendations to the Dean. Should the committee determine that the respondent(s) is (are) not guilty of any misconduct and that the allegation should be dismissed, all participants in the investigation shall be so informed in writing by the Dean. Efforts will be made to repair any damage, as a result of the allegation and investigation, to the reputation of the person(s) alleged to have engaged in misconduct.

If the investigative committee finds that the allegations are substantiated and that misconduct has occurred, the Dean will determine what sanctions to impose or what further disciplinary procedures should be undertaken. The Dean will consider such factors as how serious the misconduct was, whether it was deliberate or merely careless, and whether it was an isolated event or part of a pattern. Any agency sponsoring the research will be informed of the findings of the investigation, and publishers and editors of journals shall be informed if manuscripts produced from fraudulent research have been submitted or published. If the Dean determines that the misconduct is serious enough to warrant termination of appointment for cause, the procedure found in Section IV.K, “Termination of Appointment for Cause,” will be followed.

The Dean’s office will maintain all records pertaining to the investigation for a minimum of three years.

6. Termination of Employment Prior to Completing Inquiry or Investigation

The termination of institutional employment of the respondent, by resignation or otherwise, after an allegation of possible misconduct in research has been reported, will not preclude or terminate the misconduct procedures. If the respondent, without admitting to the misconduct, elects to resign prior to the initiation of an inquiry, but after an allegation has been reported, or during any inquiry or investigation, the inquiry or investigation will proceed. If the respondent refuses to participate in the process after resignation, the committee will use its best efforts to reach a conclusion concerning the allegations, noting in its report the respondent’s failure to cooperate, and the effect on its review of all the evidence.

7. Institutional Reporting Obligations

   All specific requirements concerning timing, reporting, documentation, and confidentiality as described in the Public Health Service and National Science Foundation regulations will be met. The guidelines for these organizations are on file in the Dean's office.

   Faculty and appropriate administrative staff will be informed on an annual basis of these policies and procedures and the importance of compliance.

E. Human and Animal Research Policy

Bowdoin College is committed to the proper treatment of human and animal research subjects. All members of the College -- faculty and students alike -- are expected to show a decent regard for any sentient creature subjected to investigative procedures. The dignity and privacy of human subjects are to be respected. Unnecessary pain to any creature is to be avoided. Awareness and discussion of these issues are part of the professional development and responsibility of faculty and the education of students.

All empirical investigations involving human or animal subjects should meet federal and relevant professional standards, regardless of their funding, whether carried out by faculty or students. Members of the departments which carry out investigations using humans or animals should acquaint themselves with the pertinent standards. The principal responsibility for determining that an empirical investigation falls within the purview of government or professional guidelines lies with the principal investigator. He or she is also responsible for acquainting any student investigators in his or her charge with the relevant principles of, and guidelines for, ethical research and for monitoring compliance with them.

Different categories of investigation require different levels of review. Department chairs should be consulted first about whether or not any investigation meets the relevant standards. Classroom experiments and course-related projects need no further review. Research investigations by faculty and/or students engaging in independent studies or funded research must be reviewed by internal department review procedures if such procedures are available. Departments with members who regularly engage in such research are expected to develop and use internal review procedures and maintain a written record of such reviews for several years. These procedures will be periodically reviewed by the Research Oversight Committee (ROC). In the absence of internal procedures, the investigator must submit a written statement to the ROC describing the research and how it complies with pertinent professional standards. If at any point questions occur as to whether the investigation meets appropriate standards, the questions should be referred to the ROC.

All research using human or animal subjects funded by federal sources must be reviewed by the Research Oversight Committee (ROC). To initiate review for a project involving human or animal subjects by the ROC, the investigator should complete an Application for Protocol Review and submit the application to the chair of the ROC. Applications and assistance in the preparation of the document may be

sought from the office of the Dean for Academic Affairs or any member of the ROC. As required by the National Institutes of Health, Public Health Service and Department of Health and Human Services, the Research Oversight Committee will constitute the College's *Institutional Review Board*. As the institutional review board, the Research Oversight Committee is responsible for passing on and monitoring federally-funded investigations in which the welfare of human and animal subjects may be at risk. Documents describing federal standards are available from the Dean for Academic Affairs or the ROC chair.

F. Summary of Patent Policy

Any invention by a student, faculty member or employee of the College resulting from research supported by funds administered by the College or the use of facilities owned, operated or controlled by the College is subject to the terms of that patent policy. The inventor must promptly notify the chair of the Patent Committee of any invention made during the progress of such research. That Committee, in conjunction with the inventor and the inventor's department chair, after determining that the invention resulted from college research, will submit the invention to the Research Corporation, a non-profit foundation which specializes in the patenting, licensing and marketing of inventions. The College and the inventor are bound to cooperate with the Research Corporation. If the Research Corporation accepts the invention, it will evaluate the invention's potential for a patent at no cost to the inventor. If the Research Corporation obtains a patent for the invention and commercializes it, the Research Corporation will pay fifteen percent of the gross income received by it to the College which the College will pay to the inventor. Thereafter, any income will be divided between the College and the Research Corporation. If the Research Corporation does not accept the invention, or if the invention is never submitted to the Research Corporation, the invention will either be relinquished to the inventor or the College and the inventor will attempt to patent or license the invention upon mutually acceptable terms.

Any invention not resulting from college research may be referred to the Patent Committee by the inventor with the request that it be submitted to the Research Corporation. However, the College is under no obligation to accept these referrals.

Copies of a fuller statement of the college policy on patents and a copy of the agreement with Research Corporation are on file in the office of the Dean for Academic Affairs.

G. Leaves of Absence for Illness and Disability, Childbirth, or Meeting Familial Responsibilities

1. The sick leave policy of the College for faculty allows reasonable flexibility. The College reserves the right to require evidence of illness or disability from a licensed physician.

a) During the first year of appointment, a member of the faculty unable to work because of illness or disability (including childbirth) is entitled to paid sick leave as needed up to a maximum of thirty (30) days; after one year of service, up to six (6) months, as medically necessary.

b) A faculty member may take a Family Leave for up to twelve (12) weeks to care for a parent, spouse or child in need. Family leave is without pay, but the College will continue to pay its usual contributions to fringe benefits.

Faculty members should refer to the Employee Handbook (available from Human Resources) for full details of the College's sick leave policy. A summary of Maternity and Parental Leave options for faculty members can be found in Appendix B of this Handbook.

2. Arrangements for meeting teaching and other college responsibilities during a leave of absence should be made as far in advance as possible; the Dean for Academic Affairs, in consultation with the department chair and the faculty member concerned, will make appropriate arrangements to ensure course continuity under the particular circumstances of the leave.

II. Equal Opportunity and Affirmative Action in Employment

As a coeducational institution with a longstanding commitment to the education of a diverse student body, Bowdoin College is dedicated to the principles of equal opportunity and non-discrimination. The College recognizes that an excellent liberal arts education should include multicultural and pluralistic perspectives inside and outside the classroom. A faculty and staff of men and women from various cultures and ethnic and racial groups immeasurably contribute to the quality of the educational experience.

Consistent with the By-Laws of the College, Bowdoin conforms with all applicable federal and state statutes and regulations and does not discriminate on the basis of age, race, color, sex, marital status, religion, creed, ancestry, national and ethnic origin, sexual orientation, or physical or mental disability.

The College's commitment also includes practicing standards of fairness in defining positions, implementing the recruiting and hiring process and conducting reviews for reappointment and tenure. The candidates Bowdoin selects will meet the College's high standards, and Bowdoin will not be influenced by criteria irrelevant to its educational goals.

As a multicultural campus community, respect for the rights of all and for the differences among us is essential to Bowdoin. As an employer committed to diversity, the College seeks and welcomes applications from candidates from a range of cultural experiences and backgrounds and from those who can demonstrate a commitment to diversity.

The Dean for Academic Affairs is responsible for ensuring that faculty excellence and diversity receive a consistently high priority in recruitment. The Dean's office serves as a resource for departments in their efforts to attract diverse pools of candidates**.** Although departments have the major responsibility for defining positions, for recruiting and hiring, and for conducting reviews

for reappointment and tenure, the Dean for Academic Affairs and the Affirmative Action Officer will regularly review their processes and procedures and monitor their success in creating a pluralistic and multicultural environment. Annually, the Dean for Academic Affairs, after consultation with the Affirmative Action Officer, will prepare a report on faculty hiring and retention for the President and for the Committee on Appointments, Promotion, and Tenure.

III. Free Speech and Human Rights in the Academic Community

A. Freedom of Speech and Political Activity

Free speech is a constitutional right in a democratic society and a cornerstone of intellectual life at Bowdoin. Members of the college community are encouraged to express their views on all matters including controversial, political issues in the public domain. Preservation of freedom of speech is a primary task of the College; the right to express both popular and unpopular views is to be protected. The College furthers this end best by serving as a forum where ideas may be debated and discussed. When taking public positions members of the college community should make an effort in good faith to avoid the appearance of speaking for Bowdoin.

B. Human Rights in the Bowdoin Community

The students and faculty of Bowdoin College belong to a community of scholars dedicated to the principles of free inquiry and free expression. The College is also a community of men and women whose pursuit of knowledge and whose social relations should rest upon the ethical foundations of a free and humane society: tolerance, honesty and civility. An institution of higher learning, devoted in large part to the examination of human values, can realize its goals only when each of its members recognizes the dignity and worth of every other member, and when the community as a whole is willing to declare intolerable any act or statement that constitutes or results in the harassment or intimidation of another human being. Every student and faculty member at Bowdoin must maintain toward every other student and faculty member an unqualified respect for those rights that transcend differences of race, sex, or any other distinctions irrelevant to human dignity. When violations of those rights occur, Bowdoin will assume its responsibility to protect the members of the college community from discrimination and intimidation.

IV. Policies and Procedures Governing Appointment, Reappointment, Promotion, Tenure, and Faculty Evaluation

A. General Criteria for Reappointment, Tenure, and Promotion

1. To evaluate teaching, the reviewers will consider factors such as: knowledge and enthusiasm for the subject; organization of courses and subject matter; capacity to challenge students; ability to present abstract ideas and theories clearly; effectiveness to engage the class through lectures, discussions, or laboratories; encouragement of students to think independently; accessibility to students; fairness in examinations and grading.

2. The nature of scholarly or artistic engagement varies according to the field of the candidate. Engagement may take the form of research, writing, publication, or creative work and exhibition. To evaluate engagement, reviewers will consider factors such as: progress towards publication, exhibition, or production of work; development of a program of scholarly or artistic work beyond that carried out before coming to Bowdoin; participation in meetings of learned societies or other forms of professional scholarly communication.

3. Contributions to the College community include effective participation in college, departmental, and program committees as well as such activities as lectures, exhibits or performances for members of the College community; arrangement of visiting lectures, concerts, and exhibits; advising of student organizations; and myriad other activities that aid in faculty and college governance and enhance the intellectual and artistic life of the community.

B. Initial Appointment and Promotion to Assistant Professor[4]

[for those faculty members initially appointed in a tenure-track position before July 1, 2000, Section IV.B. of the 1999-2000 Faculty Handbook applies]

Responsibility for initial faculty appointments, reappointments and promotions within the untenured ranks rests with the President of the College. This responsibility is normally delegated by the President to the Dean for Academic Affairs. The Dean for Academic Affairs is regularly advised by the Committee on Appointments, Promotion and Tenure. Initial appointments to the faculty are usually made for a period of four years.

1. Non-tenured appointments are normally made at the rank of instructor or assistant professor, appointment to the rank of assistant professor being contingent upon the completion of all requirements for a doctorate or its professional equivalent (see Section IV.B.3 below). If work on a doctorate is completed during an instructorship, promotion to the rank of assistant professor

[4] See (99-12-3), (00-2-3), and (00-3-1), approved by the faculty 6 March 2000.

is automatic following award of the degree, within the term of that person's current appointment.

2. The College expects that instructors will normally serve in that rank for no more than three years, with the requirements for the doctorate to be completed by November 15 of the third year. Failure to earn the doctorate or its professional equivalent within this time will result in non-reappointment. In exceptional circumstances and with the concurrence of the department, the Dean for Academic Affairs may grant an extension of the deadline until June 30 of the third year of the appointment.

3. The Dean for Academic Affairs, in consultation with the appropriate academic department chair, will determine at the time of appointment, or during an appointment, whether or not an individual has achieved the professional equivalent of a doctorate. The possession of a terminal degree in a field which does not offer the doctorate, as well as teaching, professional distinction and experience in an academic field, are among the factors to be weighed in the determination of professional equivalency.

C. Reappointment of Tenure-track Faculty

1. Criteria and procedures

   Reappointment decisions are based upon an evaluation of teaching, scholarly or artistic engagement and contributions to the College community. While all three criteria are considered significant, two are of paramount importance at the time of reappointment. Candidates for reappointment will be expected to have shown sufficient strength as teachers and promise as scholars or artists to justify re-appointment leading to a tenure decision. This means that, while non-tenured faculty members will be judged in part on their contributions to the College community, including college, departmental and program committees, they should not become immersed in institutional functions at the expense of either their teaching or their scholarly or artistic work.

   The standards and procedures of evaluation will be explained to all finalists for a tenure-track position, will serve as the basis upon which the successful applicant is evaluated in the reappointment review, and will not be changed for the individual. Exceptions to the procedures will be made when the Dean for Academic Affairs, with the advice of the Committee on Appointments, Promotions and Tenure and the chair of the department or program, determines that the standard procedures are insufficient for evaluation in a particular discipline or interdisciplinary program.

   In the fall semester of the first year of the initial four-year appointment, the candidate, the department chair, the Dean or Associate Dean for Academic Affairs, and the Affirmative Action Officer will meet to confirm all parties' understandings of institutional reappointment procedures.

At least two tenured members of the faculty will evaluate a candidate for reappointment and promotion to the rank of associate professor, with tenure. In departments which have fewer than two tenured members, the Dean for Academic Affairs, in consultation with the Chair of the Committee on Appointments, Promotion and Tenure, will appoint an evaluation committee which will serve as the review committee for reappointment and promotion.

In cases where a candidate holds a joint appointment in a department and program, the Dean for Academic Affairs, in consultation with the Chair of the Committee on Appointments, Promotion and Tenure, will appoint at least two, and ideally three, tenured faculty members who teach in the relevant program and who are not members of the department to serve with the tenured members of the department as the candidate's committee for reappointment and promotion. If possible, one of the program representatives will be the individual serving as director of the program during the candidate's first year of employment. In the year of the reappointment or tenure review, the current director of the program will be added to the review committee for that year only if he/she is not already on the committee. The chair of the department will be chair of the review committee.

At the end of the second semester of the first year of the initial four-year appointment, the candidate, the department chair, and at least one other tenured member of the department, or, in the case of a joint appointment, the director of the program will meet to discuss the candidate's progress in teaching and scholarly or artistic work, and to exchange views of the candidate's long-term teaching and scholarly or artistic goals and the means of effecting those goals. A letter summarizing this discussion will be written by the department chair, a copy given to the candidate and a copy placed in the candidate's file. Departments and candidates are encouraged to hold such meetings annually each subsequent year until the tenure decision point.

The reappointment review commences in the fall of the third year of appointment. Deferred appointments or leaves of absence for illness, disability, childbirth, and meeting familial responsibilities, as well as for research and scholarship or artistic work, will allow postponement of the reappointment decision. Leaves of absence for research, scholarship or artistic work will normally postpone the reappointment review by no more than one year. Postponements based on leaves of all kinds usually will not exceed the total time taken for all such leaves, except when an additional semester is needed to allow the review to begin during the fall semester. Each birth or adoption of a child will allow postponement of the reappointment review by one semester even if a leave is not taken, except when an additional semester is needed to allow the review to begin during the fall semester. Arrangements for postponement must be made with the Dean for Academic Affairs prior to the leave.

2. Evaluation materials

Early in the fall of the candidate's third year of appointment, in preparation for the reappointment review, the candidate's departmental chair shall prepare a dossier consisting of the following materials.

a) Packet of materials to be provided by the candidate to the department or committee chair by November 15:

   (i) The candidate's self-evaluative statement covering teaching, scholarship or artistic work (achieved and planned) and service.

   (ii) The candidate's curriculum vitae.

   (iii) All syllabi and a sample of other course materials (e.g. assignments, exams) used during the semesters the candidate has been teaching at the College, including the semester of the review.

   (iv) Evidence of scholarly or artistic engagement (e.g. publications, works produced, works exhibited, works in progress, reviews of works, papers presented).

   (v) Other materials the candidate considers relevant.

   (vi) Candidates for reappointment or for promotion to Associate Professor with tenure must submit all College Student Opinion forms and numeric summary data for courses they have taught at Bowdoin, for semesters beginning in Fall 1999-00. The candidate may choose to submit forms from earlier semesters; failure to do so will not jeopardize the evaluation. If the candidate submits earlier forms, all forms from all courses must be submitted. Candidates for promotion to Professor must submit all forms and numeric data beginning with courses taught in the Fall 1999-00 semester, but required submission is restricted to the most recent five years of teaching. The candidate may choose to submit forms from earlier semesters; failure to do so will not jeopardize the evaluation.

   (vii) Departments may require the submission of their separate departmental forms.

b) Materials to be provided by the chair:

   (i) The letter summarizing the discussion that took place at the end of the first year of the appointment.

   (ii) Separate departmental student opinion forms if used.

(iii) Letters solicited from a sample of the candidate's students. The sample will consist of students chosen from all courses taught by the candidate while at Bowdoin approximately in proportion to their enrollments, according to a method prescribed by the Committee on Appointments, Promotion and Tenure.[5]

(iv) Departments and programs may consider their observations of departmental colloquia or other presentations made by the candidate.

3. Formal procedure

a) The tenured members of the department, or the evaluation committee appointed by the Dean for Academic Affairs, will meet to consider whether the candidate should be offered reappointment to the Bowdoin faculty. They will consider the candidate's performance as a faculty member in light of the evaluation criteria.

b) The department chair will discuss the department's or committee's evaluation with the Affirmative Action Officer and the Associate Dean for Academic Affairs before submitting it to the Dean for Academic Affairs and the candidate to ensure that procedures have been followed.

c) The department chair will then communicate the evaluation in writing to the candidate and to the Dean for Academic Affairs, normally before January 15. The evaluation will include a formal recommendation for reappointment or non-reappointment. This evaluation should be in accordance with the three criteria established in Section IV.C.1 and specified in IV.A and should indicate the kinds and sources of information used, as specified in Section IV.C.2. The evaluation sent to the Dean for Academic Affairs should be accompanied by all the materials considered by the department.

d) The evaluation forwarded to the candidate and the Dean for Academic Affairs will be signed by all tenured members concurring in it. Any dissent will be indicated and a dissenting opinion may also be submitted, signed by any tenured member of the department or committee who wishes to do so.

e) The candidate may discuss the evaluation with any member of the department or committee who contributed to it.

f) The Dean for Academic Affairs will make the decision regarding reappointment. The Dean will submit his or her decision regarding reappointment in writing to the candidate normally before March 1.

4. In the event that a faculty member is appointed to a position leading to a tenure review after a period of employment in a nonrenewable position, the appointing department will, soon after the appointment, provide the Dean for Academic

[5] See (01-4-3), approved by the faculty 7 March 2001.

Affairs and the faculty member with an evaluation equivalent to the evaluation for renewal.

5. A positive evaluation does not necessarily imply reappointment, since changes in the curricular needs of the department or the College might make reappointment inadvisable.

D. Notice of Non-reappointment

If the College has stipulated that an appointment is renewable in a letter of appointment and does not intend to reappoint a faculty member, notice will be given as follows:

1. No later than March 1 of the first academic year of service, if the appointment expires at the end of that academic year; or, if an appointment terminates during an academic year, at least three months in advance of its termination;

2. No later than December 15 of the second academic year of service, if the appointment expires at the end of that academic year;

3. At least twelve months before the expiration of an appointment if the person has served two or more years in the College.

E. Promotion to Associate Professor with Tenure

1. Promotion to the rank and title of associate professor or professor normally confers tenure. Any appointment or promotion which confers tenure must be approved by the Board of Trustees. Provisional appointments of persons outside the Bowdoin faculty to the position of associate professor or professor may be made without tenure for a period not to exceed three years. See also Section IV.H below.

2. According to the By-Laws of the College, tenure exists as a safeguard to academic freedom and may be terminated only for reasons of gross neglect of duty, serious misconduct, or physical or mental incapacity. The tenure decision is usually an extension of the review procedures for reappointment discussed above. Tenure decisions are based upon an evaluation of teaching, scholarly or artistic engagement and contributions to the College community. While all three criteria are considered significant, two are of paramount importance: candidates for tenure will be expected to have excelled in their teaching and to have achieved a level of professional distinction recognized by members of their guild outside the College. This means that, while non-tenured faculty members will be judged in part on their contributions to the College community, those contributions, however great, will not override teaching and scholarly/artistic records that fall short of the required excellence and distinction.

a) As in the case of reappointment, at least two tenured members of the faculty will evaluate a candidate for promotion to the rank of associate professor, with tenure. In departments which have fewer than two tenured members, the committee which served as the reappointment evaluation committee will serve as the review committee for promotion with a substitute or substitutes named, if needed, by the Dean for Academic Affairs in consultation with the Chair of the Committee on Appointments, Promotion and Tenure.

   In the case of joint appointments, the review committee that served at the reappointment stage will evaluate a candidate for promotion to the rank of associate professor, with tenure. A substitute or substitutes will be named, if needed, by the Dean for Academic Affairs in consultation with the Chair of the Committee on Appointments, Promotion and Tenure. The current director of the program will be added to the committee if he/she is not already a member.

b) Promotions to tenured rank are made on the basis of merit considered in relation to the overall educational needs of the College. Although there is no official maximum tenure ratio, either in the College as a whole or within a given department or program, the recommendation for tenure by the Committee on Appointments, Promotion and Tenure will be influenced by such particular circumstances as curricular and other institutional needs.

3. Recommendations for promotion to tenured rank are normally made during the fall of a faculty member's sixth year of service to the College. The assembly of materials for review leading to the necessary recommendations will usually begin during the spring of the faculty member's fifth year of service to the College.

   The period of service leading to a tenure review may be shortened in recognition of unusual scholarly or artistic and teaching distinction. Leaves of absence for illness, disability, childbirth, and meeting familial responsibilities, as well as for research and scholarship or artistic work, will allow postponement of the tenure decision. Sabbaticals, leaves of absence for research, scholarship or artistic work, including leaves taken prior to reappointment,[6] will normally postpone the tenure review by no more than one year. Postponements based on leaves of all kinds usually will not exceed the total time taken for all such leaves, except when an additional semester is needed to allow the review to begin during the fall semester. Each birth or adoption of a child will allow postponement of the tenure review by one semester even if a leave is not taken, except when an additional semester is needed to allow the review to take place during the fall semester. Arrangements for postponement must be made with the Dean for Academic Affairs before the end of the semester following the leave, birth or adoption.

   a) At the time set for a tenure decision, a faculty member's fitness for tenure at the College will be considered by the Committee on Appointments, Promotion and Tenure, whether or not the person has been proposed for tenure by the department. The procedure will be as follows:

[6] See (00-2-3), approved by the faculty 6 March 2000.

(i) The Dean for Academic Affairs invites the candidate to submit a packet of materials for the confidential use of the department or ad hoc review committee, the Committee on Appointments, Promotion and Tenure, the Dean for Academic Affairs, the President of the College, and the Academic Affairs Committee of the Trustees. This packet should be submitted to the department or committee chair by September 15. It should contain the same types of materials expected in the reappointment stage (see Section IV.C.2.a). The candidate's department or review committee chair shall prepare a dossier that contains the materials submitted by the candidate, as well as updated materials similar to those listed in Section IV.C.2.b, except for the letters solicited by the department/committee chair from a sample of the candidate's students (IV.C.2.b.iii). For tenure and promotion reviews, the department or review committee will have access to the letters solicited by the chair of the Committee of Appointments, Promotion and Tenure from a sample of the candidate's students as described below (IV.E.3.b.vi). The department or committee will not solicit student letters on their own. The Dean for Academic Affairs is available for advice and meets with the candidate during the spring of the fifth year to discuss the procedures and the preparation of the review materials.

(ii) The Dean for Academic Affairs solicits a confidential evaluation of the candidate's actual and potential professional achievement from experts who are in the candidate's field of specialization but who are not members of the College. The Dean for Academic Affairs asks both the candidate and the department to suggest persons from whom evaluations will be sought. Names of potential reviewers will be submitted by the department and the candidate so that six reviewers can be selected. Information about potential reviewers should be submitted to the Dean by May 1 (this and other deadlines may be extended only under unusual circumstances) of the spring semester prior to the review year. By July 1 of that year, seven copies of the scholarly or artistic work to be reviewed should be submitted to the Dean for mailing to reviewers, who will be asked to complete their reviews in writing by September 15 of the academic year in which the tenure review will be conducted. Reviews of a candidate's scholarly or artistic work provided by external reviewers will be made available to the tenured members of the department at their request.

(iii) By September 15 of the tenure review year, the candidate and the department or committee will each submit to the Dean for Academic Affairs the names of three present or former Bowdoin faculty members outside the candidate's department, or in the case of a joint appointment outside the candidate's department and program, who are judged to be qualified to comment on the candidate's contributions to the College. These might include those who have worked closely with the candidate on College committees. Letters from these faculty members will be solicited by the Chair of the Committee on Appointments, Promotion and Tenure.

(iv) The chair of the candidate's department or committee submits to the Dean for Academic Affairs by October 15 of the tenure review year a written evaluation of the candidate as determined by the tenured members of the department or committee. This evaluation should be in accordance with the three criteria established in Section IV.E.2, IV.A, and the preamble, should indicate the kinds and general sources of information used, and should be accompanied by the dossier assembled by the department or committee, including the packet of materials submitted by the candidate. The evaluation is signed by all tenured members of the department who concur with it. Any dissent will be indicated, and a dissenting opinion may also be submitted, signed by any tenured member of the department or committee who wishes to do so. The department or committee evaluation and recommendation is made available to the candidate by October 15, at the time the letter is sent to the Dean.

b) The Committee on Appointments, Promotion and Tenure will then meet to review and discuss in detail all of the materials submitted and collected. These will include:

(i) The department's or committee's letter or letters.

(ii) The dossier submitted by the department or committee, including the packet of materials submitted by the candidate.

(iii) Evaluative statements on file from the time of reappointment.

(iv) Letters from the reviewers of the candidate's scholarly or artistic work.

(v) Letters from members of the Bowdoin faculty who wish to comment on the candidate's fitness for tenure as well as those letters that have been individually solicited by the chair of the Committee on Appointments, Promotion and Tenure.

(vi) Letters from a single sample of students enrolled in the candidate's courses and independent studies over the previous five years. These letters will be solicited by the chair of the Committee on Appointments, Promotion and Tenure according to a method

prescribed by the Committee and copies will be shared with the department or review committee.[7]

(vii) A departmental roster showing the terms of appointment for all members of the department, or in the case of a joint appointment, departmental and program rosters.

c) The procedure followed by the Committee on Appointments, Promotion and Tenure will be as follows:

(i) The Committee on Appointments, Promotion and Tenure and the Dean for Academic Affairs first meet to make a preliminary review of each case to evaluate if further information is required. At any point before Step iii below, the Committee may request further information through follow-up letters or meetings with the candidate and/or department. Both the candidate and the department or review committee may request a meeting with the Committee. If concerns arise that could lead to a negative decision, the Committee shall invite the candidate to discuss its concerns.

(ii) The Committee, the Dean for Academic Affairs and the President meet to discuss issues and concerns of each case.

(iii) The Committee meets with the Dean for Academic Affairs present and reaches a final recommendation.

(iv) The recommendation of the Committee on Appointments, Promotion and Tenure, in response to all the information made available to it, is submitted in writing to the Dean for Academic Affairs by the chair of the Committee, by December 1 or as soon thereafter as possible.

4. The Dean for Academic Affairs will inform each candidate for promotion of the recommendation of the Committee on Appointments, Promotion and Tenure, and the reasons therefore, together with the Dean's own recommendation before conveying these recommendations to the President. The President has discretionary authority to recommend or not recommend promotion.

a) Promotion to tenured rank may occur only by vote of the Trustees. Such votes are normally taken at the midwinter meeting. If the tenure review process is for any reason delayed beyond December 20, the President's recommendation may not be acted upon until the spring meeting. Promotion will take effect, if voted, at the beginning of the seventh year of service.

[7] See (01-4-3), approved by the faculty 7 May 2001.

b) If the promotion is to be recommended, the candidate will be informed as early as possible, and in any event before the recommendation goes to the Trustees' Academic Affairs Committee for review and subsequent recommendation to the Executive Committee and the Trustees' general meeting.

c) If the promotion is not to be recommended to the Trustees and their committees, or if the Trustees fail to vote promotion, the candidate will be notified as early as possible and (if the review process has been delayed) no later than June 1 of the sixth year that the appointment will terminate at the end of the seventh year.

5. At any stage in the tenure process, until a final recommendation by the President, the candidate may request review of the procedures used at the previous stage. In the case of a procedural violation, a new review will take place at the stage in which the violation was committed.

   In the case of alleged discrimination or infringement of academic freedom, the candidate can submit a description of the alleged offense along with any pertinent documents, including a personal statement, to the committee or individual involved in the next stage of the review process. The candidate's statements will remain a part of the candidate's file throughout the tenure review.

F. Promotion to the Rank of Professor

The College expects that associate professors will serve in rank for a period of six (6) years to be eligible for promotion to the rank of professor. Promotion to the rank of associate professor with tenure does not necessarily imply further promotion. Promotion to the rank of professor will be based on evaluation of teaching, scholarly and artistic engagement, and contributions to the College community. Although tenured faculty have a particular obligation to assume their fair share of the responsibility for the governance and intellectual and artistic life of the College, such contributions do not substitute for the primary criteria for promotion – continuing excellence in teaching and in scholarly or artistic work.

Associate professors may be considered for promotion to the rank of professor sooner than the normal period of time in recognition of unusual scholarly and teaching distinction.

In departments which have fewer than two faculty members in the rank of professor, the Dean for Academic Affairs will appoint one or two professors, as needed, from those in that rank at the College to serve as evaluators. Professors will be appointed in consultation with the Chair of the Committee on Appointments, Promotion and Tenure.

The procedures to be followed and materials collected for review for promotion to the rank of professor are similar to those for promotion to the rank of associate

professor. Reviewing subcommittees consist, however, of Professors in both the department and the Committee on Appointments, Promotion and Tenure.[8]

Recommendations for promotion to the rank of full professor are usually made in the spring of the faculty member's sixth year as associate professor. The assembling of materials for review leading to the necessary recommendations will usually begin during the fall of the faculty member's sixth year of service as associate professor.

Information about potential reviewers of written material should be submitted to the Dean for Academic Affairs by October 15 (this and other deadlines may be extended under unusual circumstances) of the fall term prior to the review semester. By November 15 of the fall term, copies of the materials to be reviewed should be submitted to the Dean for mailing to reviewers, who will be asked to complete their reviews in writing by January 15 of the academic year in which the review will be conducted.

The candidate will provide the department and the Dean for Academic Affairs with a self-evaluative statement and other materials of relevance by February 1 of the review semester. Reviews of a candidate's scholarly or artistic work provided by external reviewers will be made available to the professors in the department at their request.

The department evaluation and recommendation will be made available both to the candidate and to the Dean for Academic Affairs by February 20.

The subcommittee on promotions of the Committee on Appointments, Promotion and Tenure will then meet to review and discuss in detail all of the materials submitted and collected, as enumerated in IV.E.3.b. No later than March 15, the Dean for Academic Affairs will inform each candidate for promotion of the recommendation of the subcommittee on promotions, and the reasons therefore, together with the Dean's own recommendation before conveying these recommendations to the President. The President has discretionary authority to authorize or not authorize promotion.

G. Appeals of Reappointment, Promotion and Tenure Decisions

1. The Reappointment, Promotion and Tenure Appeals Committee

   Composition of the Appeals Committee

   The Reappointment, Promotion and Tenure Appeals Committee (hereafter, the Appeals committee) shall consist of six members of the teaching faculty elected by ballot of the faculty. There shall be two members from each of the three professorial ranks, and no more than one member from any one department. No one shall serve concurrently on the Appeals Committee and on the Committee on Appointments, Promotion and Tenure. The term of service shall be three years.

[8] See (01-4-3), approved by the faculty 7 May, 2001.

The chair shall be chosen at the beginning of each academic year by and from among the elected members of the Committee.

In the event of an appeal, a three member Investigative Committee shall be chosen by the chair from the members of the committee; ideally, this committee will be composed of faculty from each of the ranks.

A member of the Committee who is the appellant, who is a member of the appellant's department, or who participated directly in the decision under appeal shall be disqualified from appointment to the Investigative Committee.

Time Limitations for Filing an Appeal

Any appeal by a faculty member who was denied reappointment, tenure or promotion must be made in writing to the chair of the Appeals Committee within 60 days after written notification of the final decision.

2. Grounds for an Appeal

A candidate for reappointment, tenure or promotion, may lodge an appeal and request an investigation on the basis of alleged discrimination or violation of academic freedom, or inadequate consideration, as defined below. A written appeal documenting the alleged irregularities must be filed with the Appeals Committee within 60 days of notification of the negative decision of the Dean for Academic Affairs, in cases of reappointment, or of the President, in cases of tenure or promotion. In conducting investigations the committee will be guided by the Faculty Handbook (Sections III.A and B) and by the following definitions adapted from the American Association of University Professors' 1940 Statement of Principles on Academic Freedom and Tenure and its 1971 Statement on Procedural Standards in the Renewal or Nonrenewal of Faculty Appointments.

a) Non-Discrimination

Teachers are entitled to protection against discrimination on the basis of age, race, color, sex, marital status, religion, creed, ancestry, national and ethnic origin, sexual orientation, physical or mental handicap.

b) Academic Freedom

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

(ii) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or

discipline, but shall make every effort to indicate that they do not speak for the institution.

c) Adequate Consideration

The term "adequate consideration" refers to procedural rather than substantive issues. A lack of adequate consideration occurs when a decision is arrived at as a result of any of the following: a failure to seek out and consider all available evidence bearing on the relevant performance of the candidate; inadequate deliberation over the import of the evidence in the light of the relevant standards; reliance on irrelevant and improper standards; or a failure to exercise professional academic judgment. In determining whether there was inadequate consideration, the Investigative Committee will not substitute its own judgment on the merits of the case for that of the members of the department, the Committee on Appointments, Promotion and Tenure, or the administration.

3. Procedures

a) Petition for Review Alleging Discrimination or a Violation of Academic Freedom

Insofar as the petition for review alleges discrimination or a violation of academic freedom, the functions of the Investigative Committee shall be the following:

(i) To determine whether discrimination or a violation of academic freedom was a determining factor in the decision.

(ii) Ordinarily, when there is a finding of discrimination or violation of academic freedom, the Investigative Committee will recommend that the review of the matter be returned for reconsideration to the next stage in the decision process beyond the stage where discrimination or the violation of academic freedom took place. Reconsideration shall take account of the Investigative Committee's report.

(iii) To communicate its finding, and, if appropriate, its recommendation in writing to the President, and the Dean for Academic Affairs in cases of reappointment, and the appellant.

The authority to act on any such finding or recommendation resides with the President or the Dean. In the event that the President or the Dean for Academic Affairs (in cases of reappointment) decides to reject the recommendation of the Committee, he or she shall provide in writing the reason for his or her action to the Investigative Committee and the appellant, and the Investigative Committee shall have an opportunity to reply.

b) Petition for Review Alleging Inadequate Consideration

Insofar as the petition for review alleges inadequate consideration, the functions of the Investigative Committee shall be the following:

(i) To determine whether the decision was the result of inadequate consideration at any stage of the candidate's review.

(ii) Ordinarily, when there is a finding of inadequate consideration, the Investigative Committee will recommend that the review of the matter be returned for reconsideration to the stage in the decision process where the inadequate consideration first took place. Reconsideration shall take account of the Investigative Committee's report.

(iii) To communicate its finding, and, if appropriate, its recommendation in writing to the President, and the Dean for Academic Affairs in cases of reappointment, and the appellant. The authority to act on any such finding or recommendation resides with the President or the Dean. In the event that the President or the Dean for Academic Affairs (in cases of reappointment) decides to reject the recommendation of the Committee, he or she shall provide in writing the reason for his or her action to the Investigative Committee and the appellant, and the Investigative Committee shall have an opportunity to reply.

4. The work of an Investigative Committee shall be completed as expeditiously as possible.

5. The procedures are fact-finding in nature, not adversarial, and are intended to give the committee as much flexibility as it believes is appropriate to the case. The committee will determine the nature and scope of the investigation, including individuals to be interviewed (if any) and documents to be considered.

H. Appointment of Persons Outside the Bowdoin Faculty at the Rank of Associate Professor or Professor

Appointments of persons outside the Bowdoin faculty at the rank of associate professor or professor are unusual, but are sometimes made in order to strengthen departments or to develop new curricular programs. Individuals appointed at these ranks will normally have earned them at other institutions. Such appointments are expected to provide the faculty with experience and distinction in the areas of teaching, scholarship or artistic work, and leadership in the academic community. As for all faculty, tenure is conferred only by vote of the Trustees upon the recommendation of the President.

For initial appointment at the rank of associate professor or professor, a dossier will be compiled which contains information appropriate to a tenure review and describes the applicant's teaching, scholarly or artistic engagement, and service to the institution of prior employment. The dossier should be complete and thorough,

comparable to the dossiers prepared by candidates for tenure within the Bowdoin faculty. In specific, the dossier should include evaluations of the applicant's teaching at the institution of prior employment and a formal written review of the applicant's scholarly or artistic engagement by outside reviewers. Before an offer of appointment is made, the dossier will be reviewed and recommendations made by the department, the Committee on Appointments, Promotion and Tenure, the Dean for Academic Affairs, and the President.

If tenure is to become effective at the beginning of an appointment, consideration of appointment at the rank of associate professor or professor and review and recommendation for tenure will be carried out simultaneously.

If an initial appointment is made without tenure (for a period not to exceed three years), a recommendation to the Trustees regarding tenure will be made prior to September 1 of the final year of the appointment. The procedure to be followed will be the same as that for all candidates for tenure.

I. Visiting, Part-time, and Special Faculty Appointments[9]

1. Appointments

Appointments to give courses for credit are made only to those people who have been approved by the Administration and the relevant department or program. The teaching of any person so appointed will be reviewed periodically if he or she continues teaching at the college beyond his or her initial appointment.

Persons holding appointments other than full-time, tenure-track appointments will fall into one of the following categories:

a) Tenurable appointments. Part-time, tenure-track appointments. All procedures and standards employed in full-time tenure-track appointments will normally be maintained. Persons holding such appointments will be reviewed for reappointment and promotion according to the same schedule, procedures, and expectations as apply to full-time tenure-track appointments.

b) Visiting appointments. Usually full-time appointments for specified short-term periods. These positions may be renewed provided that a review of the candidate's work (by the department and the Dean for Academic Affairs) and the needs of the college indicate the appropriateness of such renewal. Faculty in this category undertake usual extra-classroom work such as independent studies and other departmental duties.

c) Special appointments

(i) Lecturers and Senior Lecturers[10]. At least half-time (minimum two courses per year) on an ongoing basis. Faculty in this category

[9] See FAC memorandum dated 3 March 2000, approved by the faculty 3 April 2000.

undertake usual extra-classroom work, including committee work, but on a pro-rata basis.

(ii) Adjunct appointments. One course a year on a regular basis or one-time-only basis. Hiring is on per course basis. Normal title is Adjunct Lecturer. In special cases, owing to a person's experience, the Dean may adjust the title to Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, or Adjunct Instructor.

(iii) Specific appointments. Full or part-time. Persons offering courses on an ongoing basis whose specialties at the College merit specific titles (e.g., Director of the Bowdoin Chorus, Writer-In-Residence).

All Special Appointments may be renewed, provided that a review of the candidate's work (by the department and the Dean for Academic Affairs) and the needs of the college indicate the appropriateness of such renewal.

2. The Review Process: Review procedures appropriate to the type of appointment will be established by the Dean's office in consultation with the department or program and discussed with the Committee on Appointments, Promotion and Tenure. If reappointment is anticipated at the time of initial appointment, these procedures will be explained to the appointee at that time.

J. Continuing Evaluation: Goals and Procedures

Each year the Dean for Academic Affairs asks members to fill out a self-reporting form describing courses taught, students advised, research published, artistic works shown or performed, works in progress, other activities as scholars or artists, contributions to the intellectual and artistic life of the College, leadership and participation in College and departmental governance, and similar matters. These reports provide information which is helpful to the Dean in understanding and appraising the goals set by the faculty for themselves, the achievement of such goals, and the allocation of faculty time and effort among various activities. In so doing they afford a partial basis for determining annual salary increments.

For non-tenured faculty this self-reporting system provides information which becomes part of the person's file or dossier leading up to decisions concerning promotion and/or reappointment.

For tenured faculty the system contributes--when taken over a period of years--to judgments concerning the nature of goals set, the degree of success in meeting such goals, and, in general, the contributions of the faculty member to the College and to his or her profession. It is the policy of the Dean to review such matters in detail with each tenured member of the faculty at least once every seven years. Information

[10] A model of review tied to the two levels of Lecturer was adopted by the Dean's office after consultation with the Faculty Affairs Committee and the Committee on Appointments, Promotion and Tenure in 2003-04.

concerning the quality of teaching, as well as research, is sought as an integral part of this review process. The main purpose of the review is to provide an opportunity for both the faculty member and the Dean to consider several years' work in the light of longer term objectives, and to seek ways in which both faculty and institutional interests can be furthered. Salary adjustments reflect the results of such periodic review, subject in the case of negative findings, to review by the appropriate subcommittee of the Committee on Appointments, Promotion and Tenure.

K. Termination of Appointment for Cause

A faculty member whose termination for cause is under consideration is entitled to a hearing before the Committee on Appointments, Promotion and Tenure. Cause, as defined in the By-Laws of the College, is limited to gross neglect of duty, serious misconduct, or physical or mental incapacity. At that hearing the faculty member will be permitted to be represented by counsel. A full stenographic record of the hearing will be kept. The Committee on Appointments, Promotion and Tenure after considering the case will report its opinion, with a statement of its reasons, to the President. In the case of an untenured faculty member, the President will take the final action. In the case of a tenured faculty member, the President will refer the matter, together with his/her own recommendation, to the Trustees for final action. The provisions of this section do not pertain to terminations resulting from reappointment, tenure or promotion decisions.

L. Grievance and Review Procedures

The procedures set forth in this document are intended to ensure fair and equitable treatment of officers of instruction. An individual who feels that he/she has grounds for a grievance should first attempt to resolve the matter through informal discussions with those involved. Assistance and advice can be sought from the Dean for Academic Affairs, the department chair, or other members of the faculty with the understanding that the matter is to be kept confidential. If no satisfactory resolution of the matter can be reached, the individual may file a grievance. Grievances which charge unfair treatment, including any form of discrimination on the basis of sex, shall be filed with the Faculty Affairs Committee. The provisions of this section do not apply to appeals of reappointment, promotion and tenure decisions, which are governed by the provisions of Section IV.G. Grievances which charge sexual harassment and/or sexual assault shall be filed with the Sexual Misconduct Board.

Procedures

The Grievant can choose to file either an informal or formal grievance. The differences between these two procedures are discussed below.

These procedures shall be followed by all participants in the Grievance Procedure and the basic elements may not be changed except by vote of the faculty. The chair of the Faculty Affairs Committee shall have the power to decide issues not

specifically covered by these procedures provided that the Faculty Affairs Committee is notified of such decisions.

The Nature of Academic Proceedings

A grievance filed by a member of the Bowdoin College faculty against other faculty member(s) or member(s) of the administration will set in motion a process that will occur in an academic, rather than a judicial, setting.

While a grievant and those against whom a grievance has been lodged may wish to consult an attorney and/or may wish to have an attorney assist them in preparation for the process, the Faculty Affairs Committee will deal directly only with members of the Bowdoin faculty and other individuals the Faculty Affairs Committee chooses to consult. Attorneys may be present at the grievance hearing but only as observers.

Informal Grievances

Members of the faculty are entitled to raise an informal grievance by filing a statement of the specific grievance with the committee and sending a copy of the grievance to the person(s) against whom the grievance is lodged. The chair of the Faculty Affairs Committee will set a date for a meeting.

At the meeting both the grievant and those against whom the grievance has been lodged will discuss the grievance with the Faculty Affairs Committee. At the conclusion of the meeting, the Faculty Affairs Committee will write a letter to those concerned in which the committee states its view of the merit of the grievance and makes whatever recommendation it feels is appropriate. The committee will send a copy of the letter to the Dean for Academic Affairs and the President for their information.

Since this will be an informal grievance, no attorneys will be involved. Informal grievances can be filed at any time during the academic year.

The grievant, having elected to file an informal grievance, will be precluded from later filing a formal grievance (as described below) on the same grounds since the committee will already have become involved and will have stated its view of the merits of the grievance.

If a member of the faculty is uncertain about whether to file an informal or formal grievance, a consultation with the chair of the Faculty Affairs Committee is advised.

The Formal Grievance Petition

a) A person filing a formal grievance will begin the process by filing a Grievance Petition with the chair of the Faculty Affairs Committee. The grievant will send a copy of the Petition to every member of the committee and to every person against whom the grievance is being lodged.

b) The Grievance Petition must list specific charges and the name(s) of the individual(s) against whom each charge is lodged.

c) The Grievance Petition shall include relevant information and documents available to the grievant which support the charges: e.g., copies of letters, witness statements and other relevant material.

d) Should the Grievance Petition charge any member of the Faculty Affairs Committee, such individual(s) shall be excused from all further meetings of the committee relating to the grievance.

e) In order to assure adequate time for the grievance to be followed, given the nature of academic calendars, and to ensure that the membership of the Faculty Affairs Committee remains the same throughout the process, the committee will normally receive Grievance petitions from September 1 to March 1.

f) Only in very unusual circumstances will the Faculty Affairs Committee agree to receive Grievance Petitions outside the September 1 - March 1 dates and only then if there are compelling reasons to decide the case more quickly than is provided by these procedures. The decision as to whether or not to accept such a Petition will rest solely with the Faculty Affairs Committee.

   If such an "emergency" Grievance Petition is accepted by the Faculty Affairs Committee, the chair of the Faculty Affairs Committee may establish a shortened timetable.

Request for Clarification of the Charges

The Faculty Affairs Committee shall examine the Petition and within 10 working days of the filing, the Faculty Affairs Committee may ask the grievant to clarify or make more specific any charges it finds unclear. A copy of such a request, if one is made, shall be sent to the grievant and to those against whom the grievance has been filed.

The grievant shall have 5 working days to respond to the request. The written response shall be given to each member of the Faculty Affairs Committee and to those against whom the grievance has been lodged.

The Response to the Grievance Petition

Within 15 working days of receipt of the clarified charges (or within 30 days of receipt of the initial filing of the Grievance Petition if no clarifications have been requested) those against whom the grievance has been lodged may file a Response to the Grievance Petition.

a) The written Response will be filed with the Chair of the Faculty Affairs Committee and a copy will be sent to each member of the committee. At the same time a copy of the Response shall be sent to the grievant.

b) The Response should answer all the charges in the Petition for Grievance.

c) The Response should include relevant information and documents available to those against whom the grievance has been lodged which supports the defense against the charges. Like the Petition for Grievance, the Response should include copies of letters, witness statements, documents, etc. which support the position of those against whom the grievance has been lodged.

The Grievant's Reply

Within 5 days of receiving the Response, the grievant will file a Reply. The Reply will acknowledge receipt of the Response and will either note that the grievant intends to proceed with the Petition as filed OR will note that one or more of the original charges will be dropped. No new charges may be added.

Copies of the Reply must be given to every member of the Faculty Affairs Committee and to each of those against whom the grievance has been lodged.

The Hearing

Within 10 days of receiving the Response to the Grievance Petition, the Chair of the Faculty Affairs Committee shall set a date for the Hearing. All parties will be consulted as to a convenient Hearing date, but the decision as to the date will rest ultimately with the Chair of the Faculty Affairs Committee. The date selected must occur within 30 days after receipt of the Response to the Petition for Grievance unless the Faculty Affairs Committee, by a 2/3 vote, agrees to a later date.

Prior to the Hearing members of the Faculty Affairs Committee may examine other college documents and interview whatever people they deem necessary to prepare for the Hearing. In such cases, the grievant and those against whom the grievance has been lodged will be notified as to what documents and which individuals the Committee may be examining.

The Chair of the Faculty Affairs Committee shall serve as the Chair for the Hearing and all rulings of the Chair shall be binding. Those who may be present throughout the Hearing and who may participate shall be members of the Faculty Affairs Committee, the grievant and those against whom a grievance has been lodged. Non-participating observers may include attorneys for the grievant, attorneys for those against whom the grievance has been lodged and college counsel. No other individuals may attend the Hearing.

If, however, anyone intends to have an attorney present as an observer, the committee and all other parties to the grievance must be so notified at least 7 days prior to the date of the Hearing in order that others may also elect to have legal counsel present.

The grievant and those against whom the grievance has been lodged will be allowed to make opening and closing statements if they desire. All questions will be asked solely by members of the Faculty Affairs Committee. No party shall be put under oath. No verbatim transcript shall be kept.

The purpose of the Hearing shall be for members of the Faculty Affairs Committee to ask whatever questions may be necessary to clarify the arguments contained in the Petition for Grievance, the Clarification of the Charges, the Response to the petition for grievance, and the Grievant's Reply.

Final Arguments

The grievant and those against whom a grievance has been lodged may file written Final Arguments with the Faculty Affairs Committee within 7 days from the end of the Hearing. Copies of the Final Arguments will be sent to each member of the committee and to all the parties to the grievance.

The Faculty Affairs Committee may consult additional documents or individuals if they deem it necessary and will so notify the grievant and those against whom the grievance has been lodged.

The Report

The Faculty Affairs Committee shall issue a written Report to the President with its findings on each charge and make such recommendations as it deems appropriate. A copy of this Report will be sent to the grievant and those against whom the grievance has been lodged.

In addition, a copy of all documents submitted to the Faculty Affairs Committee will be appended to the Report to the President, including the Grievance Petition, the Request for Clarification of the Charges (if such a request has been made), the Response to the Grievance Petition, the Grievant's Reply, and the Final Arguments (if they have been submitted).

The Faculty Affairs Committee shall reach its decision in a timely manner, usually within 3 weeks of the end of the Hearing.

Appeal

Within 30 days of the issuance of the Report, parties to the grievance may appeal the Faculty Affairs Committee decision to the President.

V. Conduct of Instruction

A. Attendance[11]

Students should place the highest priority on their academic work. Extra-curricular activities are also crucial to the College's purpose of developing the individual talents and abilities of its students. Faculty, students, coaches, administrators and staff share responsibility for creating an environment wherein curricular and extra-curricular activities are appropriately balanced. In cases where academic and extra-curricular activities conflict, students are expected to place highest priority on academic activities. These guidelines are intended to clarify responsibilities regarding class attendance and the scheduling of courses and extra-curricular activities.

At the beginning of each semester, instructors will make clear to students the attendance regulations of each course. All required meetings outside of the regular course meeting times should also be made clear at the beginning of the semester. Extra classes and/or special events, scheduled after the beginning of the semester, which conflict with the meeting times of other scheduled activities should not be mandatory.

In their scheduling, all extra-curricular groups should make every effort to minimize missed classes. No activities shall be scheduled in the final two days of the reading period or during the exam period. Students are responsible for all course material missed due to any absence from any academic activity.

In recognizing the educational value of extra-curricular pursuits, faculty members are encouraged to make reasonable accommodations to students when conflicts arise. It is expected that students will approach faculty in a timely and responsible fashion to discuss these situations. Faculty are under no obligation to make any exceptions. As a reference, traditionally students have been allowed to miss no more than three hours of a single class in any semester.

With regard to post-season athletic competition and other extra-curricular events that arise from the achievements of students during the semester, the College recognizes that these are unique and special opportunities. However, while cooperation is encouraged, faculty are under no obligation. The athletic department or other supervising department is expected to help in these situations. For example, coaches or administrators may be asked to proctor exams. The Dean of Student Affairs will consider approving incompletes on a case-by-case basis.

[11]See (98-12-2), adopted 1 February 1999.

B. Class Meetings

1. All classes begin on the scheduled hour or half-hour and should be ended five minutes before the hour or half-hour to permit students to get to their next classes.

2. Classes must be held at the hours scheduled by the Office of Student Records.

C. Examinations

1. Hourly Examinations

   a) No student is required to take more than two hour examinations in one day. By the same token, a maximum of two hour examinations is not considered unreasonable, and a student may not be excused from an examination on the grounds that he or she has two on one day. If a student has more than two examinations on one day the Dean of Student Affairs will make the necessary arrangements.

   b) A faculty member has the option to require an excuse from the Dean's Office before giving a make-up of an hour examination.[12]

2. Religious Holidays

   No student is required to take an examination or fulfill other scheduled course requirements on recognized religious holidays. Instructors are encouraged to avoid scheduling examinations on major religious holidays. A list of holidays will be provided each year by the Dean of Student Affairs.

3. Final Examinations and Projects[13]

   a) Formal examinations must be given according to the schedule published each semester by the Office of Student Records.

   b) No examinations may be given nor extra classes scheduled during Reading Period.

   c) A student with three final examinations in two days may reschedule one for a date mutually agreeable to the student and the instructor. Other changes may be made for emergencies or for educational desirability, but only with approval of the Dean's Office.

   d) All academic work, except for final examinations, final papers, final lab reports, and final projects, is due on or before the last day of classes.

[12] Sections IIA3 and IIA4 of (83-2-4) as amended by the faculty 9 March 1987.
[13] Revised per 2-23-98 memo to faculty from Calendar Committee, and faculty vote of 18 May 1998.

D. Grades

1. Instructors are expected to inform classes of the basis for determining final course grades within the first two weeks of the semester.

2. Faculty members must be prepared to comment on the progress of first year students by mid-semester.

3. No semester or final grade reported to the Office of Student Records is changed (unless it is a clerical error) except by vote of the Recording Committee on recommendation of the instructor. Recorded grades cannot be changed on the basis of additional student work without prior approval of the Recording Committee.

4. Course grades are defined as follows: A, the student has mastered the material of the course and has demonstrated exceptional critical skills and originality; B, the student has demonstrated a thorough and above average understanding of the material of the course; C, the student has demonstrated a thorough and satisfactory understanding of the material of the course; D, the student has demonstrated a marginally satisfactory understanding of the basic material of the course (only a limited number of D grades may be counted toward the requirements for graduation); F, the student has not demonstrated a satisfactory understanding of the basic material of the course.[14]

5. Grades in regular courses are recorded as A, A-,B+,B,B-,C+,C,C-,D, Credit, or Fail.[15] Grades in ensemble music courses and in courses carried on a Credit/D/Fail basis are recorded as Credit, D, or Fail[16]. The Office of Student Records informs instructors of students enrolled on such a basis on class lists.

6. Most departments require that all courses taken to satisfy requirements of the major be graded. Courses taken to satisfy distribution requirements may be taken on a Credit/D/Fail basis. No course may be changed from graded to Credit/D/Fail or vice versa after the sixth week of classes[17]. If a student chooses this option, a grade of Credit is given if the student produces work at the level of C- or above, a grade of D is given if the student produces work at a D level, and a grade of F is given otherwise. Students will receive course credit for work produced at the Credit or D level.

7. In all cases of failing grades, instructors are asked to fill out a card commenting briefly on the causes of failure. Cards should be submitted when grades are submitted or before.

8. Students who receive a grade of D or F in a course may retake the course; both courses and both grades will appear on the transcript. However, only one course

[14] Grade definitions, see (97-2-3), approved by the faculty 3 February 1997.
[15] Plus/minus grades (02-3-2), approved by the faculty 1 April 2002.
[16] Faculty vote 2 February 2004.
[17] Faculty vote 3 May 2004.

credit will be given for successful completion of a given course. Most departments will not accept as prerequisites or as satisfying the requirements of the major, courses for which a grade of D has been given; questions should be referred directly to the department chair. [18]

9. A grade of "Incomplete" may be given to a student who through illness or other extenuating circumstances has failed to fulfill the requirements of a course. Excuses are granted by the instructor and the Dean acting jointly. At the time an Incomplete is agreed upon by the Dean and the instructor, a date shall be set by which all unfinished work must be turned in by the student to the instructor. In no case will this be beyond the end of the second week of the following semester. The instructor must submit a final grade within two weeks of this date. If the course work is not completed within the specified time limit, the Incomplete will be changed to Fail. Any exceptions to this rule will require approval of the Recording Committee.

10. In Independent Study and Honors courses that will continue beyond one semester, instructors have the option of submitting at the end of each semester, except the last, a grade of S (for Satisfactory) in place of a regular grade. Regular grades shall be submitted at the end of the final semester and shall become the grades for the previous semester of independent study.[19]

11. All grades and failure cards are due shortly after the examination period at a date specified by the Office of Student Records.

E. Academic Honesty[20]

All homework, laboratory work, and exams are conducted under the Bowdoin Honor System. Instructors, especially those in introductory courses, are urged to make every effort to make clear to their students just what constitutes dishonesty in their course work. Violations of the Honor System are to be reported to the Dean of Student Affairs.

F. Approval of Courses to Be Offered for Credit

The faculty requires that all courses offered for degree credit except first-year seminars should be approved by the faculty after review and recommendation by the Curriculum and Educational Policy Committee (CEP).

New course proposals are considered by the New Course Subcommittee (NCS) of the CEP, which typically meets with the Registrar, the Associate Registrar, and the Associate Dean for Academic Affairs. After a review of new course proposals, the

[18] Faculty vote 6 April 1992.
[19] Faculty vote 6 April 1998 (98-4-2, as amended).
[20] See Appendix for summary of the Honor Code (89-2-1), approved by the faculty on 21 May 1990. The complete document, including enforcement provisions, can be found in the *Student Handbook*.

NCS presents its recommendations to the full CEP, which may either recommend or not recommend course approval to the full faculty. In some cases, the committee may return course proposals to departments with questions or requests for revision. In some cases the committee may recommend approval of a course on a "one time only" basis. All course proposals require the endorsement of the chair of the offering department or program.

Instructors are encouraged to submit proposals as early as possible in the immediately preceding semester, and in any case no later than the end of September (for Spring courses) and early February (for Fall courses). The only exception to this practice occurs for Fall courses taught by new faculty who are hired too late in the academic year to present courses for CEP consideration before the end of the Spring term. These courses are reviewed during the summer and presented at the September Faculty Meeting. (They are listed in the Fall-term course announcement as offered "pending faculty approval.")

Changes in course titles and *minor* changes in course descriptions do not require review by CEP. However, review is required in all the following cases:

1. All new courses, including first-year seminars.

2. Substantial revisions of existing courses. Substantial revisions include (but are not limited to) changes in:

    a) The principal subject-matter (e.g., the historical field or the geographical region covered by the course).

    b) The type of course (e.g., from a broad survey course to a more specialized course).

    c) The level of the course (e.g., from a 100-level course to a 300-level course).

    d) The methodology of the course.

3. A repeat offering of a course previously approved as "one time only."

4. *All* changes in prerequisites for courses and changes to enrollment restrictions (e.g., majors only).

5. Requests for exceptions to class-size limits.

Information concerning course approval, and course approval request forms, may be obtained from the Registrar.

G. Limitations on Course Enrollment[21]

Course enrollment limits at Bowdoin are not set by individual faculty members but rather are established by faculty policy. Departments have the discretion to continue with or set higher standard limits. If Departments desire to set lower than standard limits for any course, they must have CEP approval as noted below.

1. *Standard limits*. Departments may, at their discretion, impose limits on course enrollment equal to or greater than the following *standard limits* approved by the Committee on Curriculum and Educational Policy.

	Standard Limit
First-Year Seminars	16
Course numbers 30-100	50
Course numbers 100-199	50
Course numbers 200-299	35
Course numbers 300-	departmental discretion

2. *Alternative limits*. With the specific, prior approval of the CEP, departments may impose enrollment limits in courses numbered 30-199 and 200-299 which are lower than the standard limits.

   Procedure for approval of limits. *Department chairs* (not individual instructors) must petition the CEP New Course Subcommittee (NCS) for authorization to impose the lower limits. Departmental requests are expected to show that certain conditions were satisfied, whose intent is to mitigate the impact of the lower limits on student access to courses.

   The primary justification for a lower limit should be pedagogical and should relate to the specific limit proposed. Because the College must balance maintaining student access to courses with the potential benefits of smaller courses, the New Course Subcommittee(NCS) will view the case for lower limits as significantly strengthened if one of the following is true:

   a) a department rearranges its course offerings so as to add a section or sections of the course during the same academic year, thereby at least maintaining the total number of places in all sections of the course offered during the year, and without diminishing the number of places available in all courses offered at this level; or

   b) a department can show that there is likely to be enough space available in other courses (or in additional sections of the same course) to meet the educational needs of students who might be excluded as a result of the reduced limit.

[21] See (03-3-2), approved by the faculty 3 February 2003.

H. Minimum Enrollment Required for the Offering of Courses[22]

With the exceptions listed below (and others that may be authorized by the dean), courses with a preregistration of fewer than *five* students should normally be canceled by the department and replaced with a course likely to attract a larger enrollment, such as a first-year seminar or an additional section of an over-subscribed course. Exceptions include:

1. Fall semester courses in which first-year students are likely to enroll.
2. Courses necessary to sustain language curricula.
3. Courses whose subject matter makes the course necessary for sustaining a viable and serious major.
4. Courses which, if eliminated, would leave majors with too little opportunity for advanced work in the discipline.
5. Courses being offered for the first time or by instructors in the first year of a tenure-track appointment.

I. Faculty Regulations Concerning the Scheduling of Classes

1. **Distribution of courses over available meeting times.** The faculty has established a guideline to improve student access to courses by encouraging departments to spread classes evenly across the class day and week. Certain time blocks have been designated as "special," and departments are expected to schedule a minimum number of classes in each of these special slots, the number depending on the total number of class sections to be offered in that department in a semester. In general, "special slots" are those class meeting times that tend to be underused; these slots will be identified specifically by the Registrar in the class scheduling materials provided to department chairs in preparation for each semester. The guideline is as follows:

   Departments offering fewer than 8 sections overall in a semester should schedule at least 1 section in a special slot;

   departments offering 8-12 sections overall in a semester should schedule at least 2 sections in special slots;

   departments offering more than 12 sections overall in a semester should schedule at least 3 sections in special slots.

2. **Common hour.** No classes, sections or laboratories should be scheduled during the Common Hour (Friday, 12:30 to 1:30).

[22] See (98-12-1), approved by the faculty 1 February 1999.

J. Guidelines for First-Year Seminars[23]

The following guidelines set out the general common expectations of the Faculty regarding the design of First-Year Seminars. Faculty wishing to adapt these guidelines to the special circumstances of their course should consult with the Coordinator. Those teaching first-year seminars will be expected to attend at least one meeting per semester of teachers of first-year seminars.

1. First-year seminars require at least four writing assignments, distributed over the semester. These might include different sections of a larger final paper but not revisions of the same paper. We expect that there will be more writing assignments than this minimum and recognize that shorter assignments might be directed toward the development of a longer research paper.

2. Time and attention are devoted to instruction on writing processes and strategies and on critical reading skills.

3. Seminars offer ample opportunities for drafting and revising of papers. Instructors, and sometimes class members, read and respond to writing. Instructors evaluate writing assignments and provide detailed comments on matters of structure, grammar, and style, as well as content

4. By design and content, these courses help introduce first-year students to what it means to undertake serious intellectual work at the college level.

5. Seminars introduce students to issues of academic honesty and provide instruction in the appropriate citation of sources and attribution of ideas and theories.[24]

We would besides, encourage all those teaching first-year seminars:

1. To participate in at least one training workshop/discussion before first teaching a seminar and to continue periodic participation in these workshops subsequently.

2. To participate in discussions with other First-year Seminar teachers during the course of the semester that one is teaching a seminar.

3. To consider holding individual conferences about writing at least once/twice during the semester.

4. To examine and consider for use as a required text or as reference either for themselves or for students (on reserve or as a suggested text) one of a list of texts/handbooks on writing (e.g. Barnet, Stubbs, and Bellanca, The Practical Guide to Writing or Hacker, Rules for Writers).

[23] See (00-5-2), adopted 1 May 2000.
[24] See (02-5-4), approved by the faculty 20 May 2002.

5. To develop strategies for teaching students to contribute constructively and articulately to class discussion and/or to make formal presentations in order to develop skills of oral expression.

6. To incorporate as possible and suitable to the course an introduction to information sources and to critical evaluation of source material.

K. Procedures for Administration and Use of the Student Opinion Forms[25]

Distribution and Collection of Forms

The Dean's Office will send out the student opinion forms to instructors two weeks before the end of classes. Faculty members will distribute the forms during the last week of classes, allowing at least 15 minutes for completion. A designated student will collect and later take the forms to the office of the Dean for Academic Affairs. The instructor should hand out the forms, then should leave the room while students complete them. Instructors also distributing individual or departmental forms should allow adequate extra time or distribute them at a different time or date.

Summary and Dissemination of Data

After receiving the completed forms, the Dean's will make copies of the forms and return the originals to the individual instructors for their own review and records after faculty have turned in semester grades. The Dean's Office will maintain the second copy on file for five years for use in evaluation processes.

Upon receipt the Dean's Office will have the numerical data tabulated and prepare standard statistical summaries for each course which will include summary distribution of ratings and average ratings for each faculty member's courses, but will not include average ratings for departments, divisions of the College, or decile rankings. The Dean will then use the statistical information to help guide selection of which forms to read in detail for individual student comments.

Each instructor will receive the statistical summary of numerical ratings for his or her courses to review in conjunction with his or her copies of the form that include individual student comments.

In order to provide Department chairs and Program directors information that can assist in monitoring the curriculum and be helpful in collegial efforts to improve teaching, the Dean's office will also circulate a confidential copy of the statistical summaries of the forms to the Department chair. Statistical summaries of courses offered in or cross-listed with interdisciplinary programs will also be sent to the directors of those programs. Such statistical summaries should prompt chairs and directors to initiate discussions with faculty about his/her teaching and to seek out further information, when needed, to provide pedagogical support to colleagues.

[25] See (02-5-8), approved by the faculty 20 May 2002.

Chairs and Directors will be able to review the written comments of students on the forms on file in the Dean's office.

Use of Information

These forms and their statistical summaries provide only one source of information for evaluating the quality of a faculty member's teaching. Other sources of information include, for example, course materials and syllabi, self-assessments of teaching, and retrospective reviews of teaching by past students, or peer visits. Further, the Faculty has made clear that for evaluation purposes, the statistical information from these forms should only be used in combination with the written forms themselves.

The Dean and the Departments (or in the case of joint appointments, review committees) will use the forms in conjunction with the statistical information as part of the review process for making reappointment, tenure, and promotion decisions. They may be used in periodic reviews of tenured professors. The Dean will also use this information in making merit pay decisions.

Ideally, the student responses that these forms summarize will help to prompt discussions of pedagogy. It is the particular responsibility of chairs to initiate such discussions when they perceive, based on the statistical summaries or other information, that there may be problems in a course or courses.

Instructor Response

After reviewing the summary data and the forms, the instructor may write in a timely manner to the Dean and Department Chair/Program Director indicating any special circumstances that may have affected student opinions of either the course or the instructor.

VI. Outline of Faculty Governance

A. Introduction

Recognizing that it is in both Bowdoin's and its faculty's best interests that faculty members play a significant role in the governance of the College, and that faculty participation in governance occurs primarily through the work of committees on which faculty members serve, in 1994 the Bowdoin faculty unanimously adopted the following resolution concerning committee service:

> Resolved that one of the obligations of membership in the Bowdoin faculty is active participation in the governance of the College, and that faculty members share that obligation equally. Therefore, it is further resolved that appointment, nomination, and election to committees should be accepted by faculty members as part of that obligation, and that such acceptance should be taken for granted unless a faculty member provides compelling reasons to the contrary in writing to the Committee on Governance.

The following sections provide brief descriptions of the offices and committees to which faculty members are elected or appointed and a description of faculty election rules and procedures.

B. Faculty Meeting[26]

1. The President of the College calls the faculty to meet regularly during the academic year.

    a. Faculty of the College[27] are expected to participate fully in faculty meetings.

    b. Non-student observers, including officers of administration of the college and non-voting faculty, may attend faculty meeting. Student members of faculty committees and reporters from student publications may also attend but are required to notify the moderator of their presence. Unless directly invited by the moderator, observers do not speak during faculty meeting.

    c. Regular faculty meetings are normally scheduled on the first Mondays of months when classes are in session and on the first and third Mondays in May.

    d. Special faculty meetings may be called when deemed necessary by the President in consultation with the Committee on Governance. When possible, ten days notice will be given when scheduling special faculty meetings.

2. The Committee on Governance, together with the Dean for Academic Affairs and the President, sets the Agenda for faculty meeting. Members of the college community may propose agenda items to the Committee on Governance. The Committee normally meets to consider agenda items two weeks in advance of the upcoming faculty meeting.

    a. Faculty committees in the course of their work may develop initiatives that require faculty approval for their implementation. In the early stages, these initiatives can be proposed as agenda items for discussion, and may later take the form of motions for action.

    b. Individual members of the Faculty of the College may propose motions for faculty action.

    c. Individuals or committees may propose reports on works-in-progress.

    d. Individual members of the full college community may propose topics for open discussion with the faculty on issues of cross-campus concern.

[26] See (04-12-2), discussed by faculty 6 December 2004.
[27] Defined in Section 6.

3. The President's Office is responsible for distribution of the agenda.

    a. The Chair of the Committee on Governance provides a copy of the agenda to the President's Office. Supporting documents (including the minutes from the last faculty meeting and the text of any motions for action included on the agenda) are gathered in the President's Office in preparation for circulation. All documents to be distributed with the agenda should be submitted to the President's Office one week before the date of the faculty meeting to which they pertain.

    b. The agenda and supporting documents are circulated by the Copy Center at least one business day before the faculty meeting.

4. The business of faculty meeting is supervised by the faculty officers.

    a. Moderator – The Faculty Moderator is a member of the elected Committee on Governance chosen by that committee to preside at faculty meeting.

    b. Parliamentarian – The Faculty Parliamentarian is appointed by the Committee on Governance to advise the Moderator concerning the conduct of faculty meeting.

    c. Clerk – The Clerk of the Faculty takes the minutes at faculty meeting. The Clerk serves for a semester and is the most recently promoted Professor who is *not* (1) on leave; (2) chair of an academic department or program; (3) a member of the Committee on Appointments, Promotion and Tenure, the Curriculum and Educational Policy Committee, or the Committee on Governance; (4) chair of a standing committee of the faculty or of the Budget and Financial Priorities Committee; or (5) someone who has already served as Clerk for a full semester in a prior year. In case of a tie, the person with the longest period of service at the College is appointed Clerk. A faculty member is exempted from committee service for the academic year in which he or she serves as Clerk.

    d. Senior Wrangler – The Senior Wrangler is the faculty member present at the meeting with the most years of service to the college. The Senior Wrangler's sole job is to adjourn the meeting.

5. Overall conduct of faculty meeting is guided by Roberts' Rules of Order with the following special rules adapted for Bowdoin College.

    a. The Faculty of the College is a deliberative body: as such, it does not allow absentee ballots, proxy voting or on-line voting on faculty meeting motions.

    b. Substantive motions are those motions judged by the moderator to set new policy or to significantly modify existing policy. Motions concerned with the conduct of faculty meeting are procedural motions. Examples of procedural motions include motions to postpone or reconsider and the motion to adjourn.

c. Substantive motions are not proposed and voted on at the same meeting.

d. Substantive motions are not voted on after 5:00 unless the Committee on Governance has notified faculty at least one week before the meeting that the substantive business of the meeting can be expected to extend beyond 5:00. Advance notice of extended business may be given in the distributed agenda (if time allows) or by special written communication to the faculty.

e. If a motion to call the question is approved, those who voted against the call the question motion are given one more opportunity to speak about the original motion before the assembly votes on the original motion.

f. A summary of the Parliamentary Rules for Motions, based upon Roberts' Rules of Order, is distributed with the agenda.

6. Voting Eligibility

a. The right to vote at meetings of the faculty is granted to certain members of the college community by the Board of Trustees. The group of community members with these rights constitutes the *Faculty of the College,* and is charged with prescribing regulations for the functioning of the college consistent with the College Charter and Bylaws.

b. As stated in the bylaws, "The President, Deans, Professors, Associate Professors, Assistant Professors, Instructors, and such administrative officers and other persons as the Trustees may specifically designate shall constitute the Faculty of the College."

c. Visiting Professors, Visiting Associate Professors and Visiting Assistant Professors have the same voting privileges as permanent faculty of the same rank. As such, they have the right to vote in faculty meeting.

d. For voting purposes, the Committee on Governance recognizes as Instructors those individuals who are employed on a half-time basis (or more) for the full academic year and have primary teaching responsibility for one full credit (or more) during that period. Instructors may divide their teaching in half-credit courses over one or two semesters. Instructors with part-time appointments are exempt from committee service on both elected and appointed committees.

C. Standing Committees of the Faculty

1. Administrative

   Purpose: Reviews Judicial Board cases upon appeal and decides either to uphold the decision of the Judicial Board or to refer the case back to the Judicial Board for a new hearing.
   Chair: President
   Members: faculty: four, appointed (for three-year terms)
   students: three, one of whom is an alternate
   ex officio: President; Dean and Associate/Assistant Dean of Student Affairs

2. Admissions and Financial Aid

   Purpose: Reviews the admissions process, admissions recruitment, student aid budget, and other concerns about admissions and financial aid. When necessary, recommends changes in procedures and policy to the faculty, the president, and to the trustee Committee on Admissions and Financial Aid.
   Chair: appointed faculty member
   Members: faculty: four, appointed (for three-year terms)
   students: three, one of whom is an alternate
   ex officio: Dean of Admissions, Dean of Student Affairs (or his/her designee) and Director of Student Aid

3. Appeals (Reappointment, Promotion, and Tenure)

   Purpose: Receives and considers appeals decisions of reappointment, tenure or promotion (see appeals procedure in *Faculty Handbook*)
   Chair: Chosen at the beginning of each academic year by and from the elected members of the committee
   Members: faculty: six, elected: two from each of the three professorial ranks; no more than one from any one department; no member may concurrently be a member of the Committee on Appointments, Promotion and Tenure (for three-year terms)
   students: none
   ex officio: none

4. Appointments, Promotion and Tenure

   Purpose: Considers recommendations from academic departments regarding the promotion of members of the faculty to the rank of Associate Professor, with tenure, or to the rank of Professor, and for the appointment of individuals from outside the faculty to those ranks. Makes recommendations on promotions to the Dean for Academic Affairs in accord with policies and procedures voted by the faculty

and set forth in the Faculty Handbook. Advises the Dean concerning appointments to the faculty and monitors the appointment process.

Chair: one of the three Professors designated by the committee

Members: faculty: five, elected: three professors, one from each curricular division (Humanities and Fine Arts, Natural Science and Mathematics, Social and Behavioral Sciences); two associate professors. No more than one member from any department. Term of service: professors, 3 years; associate professors, 2 years.

students: none

ex officio: Dean for Academic Affairs

5. Curriculum and Educational Policy

Purpose: Responsible for broad oversight of the curriculum, and for proposing changes in academic policy and degree requirements for consideration by the faculty. Through the New Course Subcommittee, receives and considers proposals for new courses, new majors and minors, and revisions in existing majors and minors. Advises the Dean for Academic Affairs and the President on the allocation of faculty positions.

Chair: Dean for Academic Affairs

Members: faculty: six, appointed: two from each of the three curricular divisions (Humanities and Fine Arts, Natural Science and Mathematics, and Social and Behavioral Sciences), one tenured and one untenured (for three-year terms). Three exemptions apply (see Faculty Election Rules and Procedures; Section VI.F.3).

students: three appointed, one of whom is an alternate

ex officio: Dean for Academic Affairs and President

6. Curriculum Implementation (three-year duration – 2004-05 through 2006-07)[28]

Purpose: Reviews existing and new courses that would meet the changed distribution requirements, in consultation with faculty and department chairs.

Chair: Associate Dean for Curriculum and Faculty Development

Members: faculty: four, appointed

students: none

ex officio: none

7. Faculty Affairs

Purpose: Concerned with policies and procedures that affect the professional life of the faculty, such as salary and fringe benefits, sabbatic leave

[28] See (04-5-9), approved by the faculty 24 May 2004. After three years, this committee's tasks will be taken over by the CEP New Course Subcommittee

policies, retirement policies, the evaluation of teaching and professional activities, and support for professional engagement.
Chair: Appointed tenured faculty member
Members: faculty: five, appointed; three tenured, two untenured (for three-year terms)
students: none
ex officio: Dean for Academic Affairs

8. Faculty Resources

Purpose: Awards grants to members of the faculty in several categories: Course development and assistance with travel in connection with research, funds to support research and scholarship, faculty leave supplements and other fellowships for faculty development and funds to assist students who work collaboratively with members of the faculty in research. Establishes procedures and criteria for awards and makes them known to the faculty in a memorandum issued annually.
Chair: appointed faculty member
Members: faculty: six (five members and one alternate), appointed (for three-year terms)
students: none
ex officio: Associate Dean for Academic Affairs

9. Fellowships and Scholarships

Purpose: Encourages, guides and selects candidates for major scholarships and fellowships (including, for example, Rhodes, Marshall, Keasbey, Mitchell). This work includes reviewing applications, interviewing candidates, writing letters of institutional support, and insuring that students are mentored in preparing personal statements and for interviews.
Chair: appointed faculty member
Members: faculty: six from across College divisions appointed (for three-year terms)
staff: two appointed for three-year terms
ex officio: Director of Career Planning Center

10. First-Year Seminar[29]

Purpose: Reviews and approves Seminars and insures that they meet the Guidelines for First-Year Seminars. The Committee also reviews and proposes revisions in the Guidelines and manages the appropriate number and range of Seminars. It also works to expand seminar opportunities for sophomores.
Chair: First-Year Seminar Coordinator
Members: faculty: three, appointed (for three-year terms) and the First-Year Seminar Coordinator

[29] See (04-5-9), approved by the faculty 24 May 2004

students: none
ex officio: none

11. Governance

Purpose: Exercises oversight responsibility for faculty governance; recommends faculty members for appointment to committees; oversees and prepares ballots for elections of faculty members to committees; meets with the Dean for Academic Affairs and the President to set the agenda for meetings of the faculty (one member of the committee chairs meetings of the faculty); represents the faculty on the Strategic Planning Task Force; represents the faculty at meetings of the Board of Trustees; and engages issues of governance and committee structure that arise or are referred to it.
Chair: a tenured member is designated by the committee
Members: faculty: five, elected: three tenured (for three-year terms) and two untenured (for two-year terms)
students: none
ex officio: none

12. Lectures and Concerts

Purpose: Awards funds on the basis of proposals submitted by members of the faculty to support lectures, concerts, exhibitions, and other events relating to the academic and cultural life of the College.
Chair: appointed faculty member
Members: faculty: five, appointed (for three-year terms)
staff: Director of Student Activities
students: two
ex officio: Dean of Student Affairs

13. Library

Purpose: Advises the College Librarian regarding library policies, procedures, and the development of the library collection.
Chair: appointed faculty member
Members: faculty: five, appointed (for three-year terms)
students: two
ex officio: College Librarian

14. Off-Campus Study

Purpose: Provides general oversight for all off-campus programs attended by Bowdoin students for credit during the academic year, establishes procedures governing the application process, and identifies programs for which academic credit may be given.
Chair: appointed faculty member
Members: faculty: four, appointed (for three-year terms)
students: one
ex officio: Director of Off-Campus Study

15. Recording

Purpose:	Has judicial and legislative functions in the general area of academic regulations. In its judicial role, the committee decides the cases of students up for action at the end of the semester, and it hears appeals and petitions from students who request exceptions from the normal academic policies. The committee's legislative charge leads it to consider and recommend adjustments to faculty rules concerning grading, honors, transfer of credit, progress toward the degree, and the scheduling of classes.	
Chair:	appointed faculty member	
Members:	faculty:	four, appointed (for three-year terms)
	students:	three, one of whom is an alternate
	ex officio:	Dean of Student Affairs, Registrar, Associate Registrar, and an Assistant Dean of Student Affairs

16. Research Oversight

Purpose:	Responsible for reviewing research conducted at the College by members of the faculty and students collaborating with the faculty in research to ensure that the research procedures meet standards of ethical conduct adopted by the College. Serves as the institutional review board required by federal regulations.	
Chair:	appointed faculty member	
Members:	faculty:	four, appointed (for three-year terms)
	students:	none
	ex officio:	Dean for Academic Affairs; two members of the community represent the public interest, one of whom is a Veterinarian

Note: Federal regulations require the institutional review board to include at least "one member with primary concern in a non-scientific area (ethicist, lawyer, member of clergy)" and at least one member not affiliated with the institution. The board may not be composed of all men, all women, or all members of one profession. (Code of Federal Regulations, 45 CFR 46 [March 1983].)

17. Student Affairs

Purpose:	Addresses aspects of student life at Bowdoin such as residential life, academic advising, student activities, athletics, and student affairs policies.	
Chair:	Dean of Student Affairs	
Members:	faculty:	four, appointed: three members of the teaching faculty and one coach (for three-year terms)
	students:	four, preferably one from each of the classes
	ex officio:	Dean of Student Affairs, Associate Dean of Student Affairs, the Director of Student Activities, and the Director of Athletics

18. Student Awards

Purpose:	Responsible for selecting student commencement speakers and recipients of College prizes awarded annually.	
Chair:	appointed faculty member	
Members:	faculty:	four appointed (for three-year terms)
	students:	none
	ex officio:	none

19. Teaching

Purpose:	Provides faculty with opportunities to improve the quality of classroom teaching. This involves planning educational seminars, retaining external consultants, organizing forums, and other initiatives.	
Chair:	appointed faculty member	
Members:	faculty:	four appointed (for three-year terms)
	students:	two, one of whom is an alternate
	ex officio:	Associate Dean for Academic Affairs, Director of the Baldwin Center for Learning and Teaching

D. General College Committees with Faculty Representation

1. Academic Computing

Purpose:	Advises the Chief Information Officer concerning the use of college information technology facilities and services to support teaching, learning, and research.	
Chair:	appointed faculty member	
Members:	faculty:	four to six, appointed (for three-year terms)
	staff:	none
	students:	chair of Student Computing Committee
	ex officio:	Chief Information Officer, Executive Director of Consulting and Support, College Librarian

2. Benefits Advisory

Purpose:	Considers and makes recommendations to the Administration regarding policies governing employee benefits such as retirement health and life insurance, scholarship contributions and other such benefits that the College may provide.	
Chair:	Senior Vice-President for Finance and Administration and Treasurer	
Members:	faculty:	two, appointed (for three-year terms)
	staff:	four
	students:	none
	ex officio:	Director of Human Resources, Assistant Director of Human Resources

3. Bias Incident Group

Purpose:	Meets at the initiative of the President in response to an incident of bias in any form, whether discrimination, harassment, or other intolerance for the purpose of sharing all facts available at the time and designing a course of action appropriate to the incident.	
Chair:	President	
Members:	faculty:	two (appointed for three-year terms)
	staff:	three
	students:	two
	ex officio:	Dean of Student Affairs, an Assistant Dean of Student Affairs, Director of Safety and Security, Director of the Counseling Service, Vice-President for Communications and Public Affairs, Assistant to the President

4. Chemical Hygiene

Purpose:	Oversees and make recommendations about policies and procedures governing the storage, use and disposal of chemicals in use at the College to ensure workplace and environmental safety.	
Chair:	Elected by committee – currently Director of Chemistry Laboratories	
Members:	faculty/staff:	one faculty or staff member from each of the following departments: Arctic Museum; Art; Biology; Chemistry (may be filled by Science Center Manager or Director of Laboratories); Environmental Studies; Geology; Physics
	students:	none
	ex officio:	Manager of Environmental Health and Safety (Chemical Hygiene Officer); Director of Facilities Operations; Science Center Manager; Director of Chemistry Laboratories

5. Financial Priorities

Purpose:	Prepares and recommends the College budget to the President. During the fall budget process, the committee reports its work in progress to, and receives comments from, the college community. During the spring, the committee considers long-term financial planning issues.	
Chair:	Treasurer	
Members:	faculty:	three (appointed for three-year terms)
	staff:	two
	students:	two, one of whom is an alternate
	ex officio:	Dean for Academic Affairs, Dean of Student Affairs, Senior Vice-President for Planning and Development and Chief Development Officer

6. The Grievance Committee for Student Complaints of Sex Discrimination or Discrimination on the Basis of Physical or Mental Handicap

Purpose:	Addresses student complaints regarding sex discrimination or discrimination on the basis of physical or mental handicap.	
Chair:	Dean for Academic Affairs	
Members:	faculty:	four (appointed for three-year terms)
	staff:	none
	students:	four
	ex officio:	Dean for Academic Affairs

7. Honor Code/Judicial Board

Purpose:	Addresses violations of the Academic Honor Code or Social Code.	
Chair:	Student	
Members:	faculty:	four (appointed for three-year terms)
	staff:	none
	students:	five
	ex officio:	none

Note: There are two Boards: the one with members of the faculty hears Honor Code violations; the one with only students hears Social Code violations. The Academic Honor Code board is chaired by a student, and the chair varies from year to year, and even within the year depending on who is available. The only other meetings of the Judicial Board are training and information sessions, usually at the beginning of each year.

8. Museum of Art Executive Advisory Council

Purpose:	Advises the Director of the Museum of Art on policy regarding governance, programs, collections, facilities, and planning. Also serves as review committee for proposed purchases and offered gifts of art for the collection.	
Chair:	Director of the Museum of Art	
Members:	faculty:	two or three from departments other than the Department of Art (appointed for three-year terms)
	staff:	none
	students:	two, one of whom is an alternate
	others:	two or three (normally Trustees and others with appropriate expertise)
	ex officio:	Dean for Academic Affairs, Director of the Art History Program, Director of the Visual Arts Program

9. Oversight Committee on Multicultural Affairs

Purpose:	Examines issues and concerns related to the condition of minority students, faculty and staff at Bowdoin. The committee focuses primarily on issues pertaining to students of color.	
Chair:	faculty member	
Members:	faculty:	two (appointed to three-year terms)

staff: one
students: one
ex officio: Dean for Academic Affairs, Dean of Student Affairs, Treasurer (Vice Chair), Dean for Academic Advancement

10. Oversight Committee on the Status of Women

Purpose: Reviews and monitors the status of women students, faculty, and staff at Bowdoin College in the interest of achieving both their fair representation and their full participation in the life of the College.
Chair: faculty member
Members: faculty: three (appointed for a three-year term)
staff : two administrative and two support staff
students: two
ex officio: Director of the Women's Resource Center and the Director of Human Resources

11. Radiation Safety

Purpose: Reviews and monitors policies and procedures with respect to the appropriate and safe use, care and storage, and disposal of radioactive materials in use at the College.
Chair: faculty member
Members: faculty: six (including representatives of departments in which radioactive materials are used)
staff: one
students: none
ex officio: the Manager of Environmental Health and Safety

12. Sexual Misconduct Board

Purpose: Addresses instances of sexual misconduct arising among faculty, staff, and students and addresses appropriate policy issues as needed.
Chair: faculty member (appointed by the President)
Members: faculty: two (appointed for three-year terms)
staff: two administrative and two support (appointed for three-year terms)
students: three, one of whom is an alternate
ex officio: designate of the Dean of Student Affairs

E. Trustee Committees with Faculty Representation

1. Academic Affairs

Purpose: Concerned with all matters relating to the educational program of the College, the faculty (including appointments, promotions, tenure and

salary) and the Library, Museum of Art, Peary Macmillan Arctic Museum, and information technology.

Chair: Trustee

Members: faculty: one, from the faculty Committee on Curriculum and Educational Policy
staff liaison: Dean for Academic Affairs
students: one and one alternate
trustees: six or more

2. Admissions and Financial Aid

Purpose: Oversees all matters related to the recruitment and admission of students to the College, policies and procedures for financial aid, and financial aid policies in relation to the financial resources of the College.

Chair: Trustee

Members: faculty: one (usually selected from the faculty committee on admissions and financial aid, typically the committee chair)
staff liaison: Dean of Admissions
students: two, one of whom is an alternate
trustees: six or more

3. Development and College Relations

Purpose: Reviews capital needs of the College and consults with the College administration regarding the appropriate steps for securing the funds required; it also oversees the alumni affairs and communication activities of the College.

Chair: Trustee

Members: faculty: one (appointed for a three-year term)
staff liaison: Senior Vice-President for Planning and Administration and Chief Development Officer
students: two, one of whom is an alternate
trustees: six or more
alumni: one (member of the Alumni Council Executive Committee)

4. Executive

Purpose: Acts with the powers of the Board when the Board is not in session and may take action on behalf of the Board (with certain exclusions) and set agendas for Board meetings.

Chair: Chair of the Board of Trustees

Members: faculty: none, but one member of the faculty is invited to attend (usually the Chair of the faculty Committee on Governance)
staff liaison: Secretary of the College
students: none, but one is invited to attend

trustees: Chair of the Board, the President, and Chair of each of the Board's Standing Committees
alumni: none, but one member of the Alumni Council is invited to attend
parent: none, but one is invited to attend

5. Facilities and Properties

Purpose: Oversees the maintenance, improvement, security and protection of the College's physical plant and equipment and new capital projects.
Chair: Trustee
Members: faculty: one (appointed for a three-year term)
staff liaison: Senior Vice President for Finance and Administration
Treasurer
students: one or two
trustees: six or more

6. Financial Planning

Purpose: Reviews and makes recommendations to the Board about the annual operating and capital budgets and the financial needs and resources of the College, oversees policies and the administration of compensation and benefits provided by the College, and considers the long term financial plans and projections of the College.
Chair: Trustee
Members: faculty: one (usually the chair of the Budget and Financial Priorities Committee)
staff liaison: Senior Vice President for Finance and Treasurer; Vice-President for Finance & Controller
students: one
trustees: six or more

7. Honors (Subcommittee of the Committee on Trustees)

Purpose: Recommends candidates for honorary degrees; recommends recipients of the Common Good Award, the Hargraves Preservation of Freedom Prize, and the Bowdoin Prize; recommends names for major new buildings.
Chair: Trustee
Members: faculty: one (appointed for a three-year term)
staff: Assistant to the President/Vice President for Planning & Institutional Advancement: Director of Development Research; Assistant Secretary of the College
students: none
Trustees: a subgroup of the Committee on Trustees or other trustees

8. Information Technology Advisory Committee

   Purpose: Works with the Chief Information Officer to review and plan strategically the administrative and academic role of Information Technology in furthering Bowdoin's core missions of teaching, learning, and research.
   Chair: Trustee
   Members: faculty: one, appointed
   staff liaison: Chief Information Officer
   students: none
   trustees: three

9. Investment

   Purpose: Oversees and controls the investment and reinvestment of endowment and other funds of the College.
   Chair: Trustee
   Members: faculty: one (appointed for a three-year term)
   staff liaison: Vice President for Investments

10. Multicultural Affairs (Subcommittee of Student Affairs Committee)

    Purpose: Considers matters pertaining to the academic and social experience of students, faculty, and staff of color with a particular focus on the recruitment and retention of students from diverse backgrounds. Also addresses other issues that relate directly to making Bowdoin a more diverse and pluralistic campus.
    Chair: Trustee
    Members: faculty: one (appointed for a three-year term)
    staff liaison: Dean of Student Affairs, Dean for Academic Advancement
    students: at least one
    trustees: members of the Student Affairs Committee or other members of the Board
    alumni: at least one

11. Representatives to Meetings of the Board of Trustees

    Two members of the faculty are invited to attend meetings of the Board of Trustees. Usually, these faculty representatives are chosen from among the members of the faculty Committee on Governance.

12. Student Affairs

    Purpose: Responsible for all matters relating to the nature and quality of student life and policies relating to athletics, residential life, dining, security, student activities, career planning, health and counseling services.
    Chair: Trustee
    Members: faculty: one (appointed for a three term)

staff liaison: Dean of Student Affairs
students: one
trustees: six or more
parent: one

F. Eligibility for Appointment or Election to Faculty Committees

1. **Terms of service**. Every election or appointment is for a full term unless specifically designated otherwise by the Committee on Governance. If a member of a committee leaves the committee before his/her term of service expires, the vacancy will be filled by an election or appointment for a full term, not the balance of the unexpired term. Occasionally the Committee on Governance may adjust the length of a full term to avoid holding a special, mid-year election or to ensure that the terms of the members of a particular committee are staggered.

2. **Eligibility for Appointment or Election.** All tenured faculty, non-tenured faculty on a tenure-track, and non-tenure-track faculty are eligible for election to regular elected committees with the exemptions noted below. Adjunct faculty, including long-term, full-time adjunct faculty, are exempt from committee service on both elected and appointed committees.

3. **Exemptions.** The following three exemptions apply to service on three committees: the two regular elected committees (Appointments, Promotion, and Tenure and Governance) and the (appointed) Curriculum and Educational Policy Committee.

    a) *Concurrent Service Exemption*. Current members of the two regular elected committees and of the (appointed) Curriculum and Educational Policy Committee are ineligible for election/appointment to another one of these committees.

    b) *Previous Service Exemption.* Members of the faculty who have completed a full elected term of service on one of the two regular elected committees, or who have completed a full term of service on the (appointed) Curriculum and Educational Policy Committee, are ineligible for election/appointment to any of these three committees for a period of two years of active teaching after completion of the term of service. ("Active teaching" is intended to convey that sabbatic leaves or leaves of absence do not count toward the two-year ineligibility.) One semester leaves are treated as full-year leaves for this purpose, in that the year in which they are taken does not count toward the two-year ineligibility.

c) *Chair/Director Exemption*. Academic Department Chairs and the Directors of the Africana Studies, Asian Studies, Environmental Studies, and Women's Studies interdisciplinary programs are ineligible for election to the two regular elected committees, and ineligible for appointment to the Curriculum and Educational Policy Committee.

4. **Special provisions regarding the Reappointment, Promotion, and Tenure Appeals Committee ("Appeals Committee")**

a) The Reappointment, Promotion, and Tenure Appeals Committee is the committee to which a faculty member who is denied reappointment, promotion or tenure may appeal. Members are elected by the faculty.

b) Membership: Two professors, two associate professors, two assistant professors. No more than one member from any department.

c) Term of service: 3 years. Every election is for a full term. If a member of the Appeals Committee leaves the committee before his/her term of service expires, the vacancy will be filled by an election for a full term, not the balance of the unexpired term. Occasionally the Committee on Governance may adjust the length of a full term to avoid holding a special, mid-year election or to ensure that the terms of the members of the committee are staggered.

d) Eligibility for Election: All tenured faculty, non-tenured faculty on tenure-track, and non-tenure-track faculty, but not adjunct faculty, including long-term, full-time adjunct faculty, are eligible for election to the Appeals Committee, with the following two exceptions:

(i) Persons who will become candidates for tenure or promotion to full professor during the following year are not eligible for election.

(ii) Members of the Committee on Appointments, Promotion and Tenure are not eligible for election.

G. Voting Procedures

1. **Scheduling**. Insofar as is possible, elections to the three elected committees are scheduled to occur concurrently. The elections employ a procedure of approval voting that makes it possible to hold all the elections at the same time with overlapping lists of candidates. The votes for the Committee on Appointments, Promotion and Tenure will be counted first, followed by those for the Committee on Governance. Once a nominee has been elected to the Committee on Appointments, Promotion and Tenure, votes for that candidate will not be counted in the election for the Committee on Governance.

2. **Nominations**. Faculty members are notified of each election and are asked to submit nominations from a list of faculty members eligible to serve on the

committee(s) in question. When necessary, the Committee on Governance may add its own nominations in order to balance the slate, taking into account such variables as rank, academic field, and gender.

In the case of elections to the Committee on Governance, the Faculty Affairs Committee adds to and balances the slate of nominations. The Committee on Governance conducts the election, however.

3. **Elections**. The Committee on Governance sends a ballot to those members of the faculty who are eligible to vote. The approval voting method permits the voter to vote for as many candidates as the voter would like. The Committee on Governance counts the ballots and announces the results.

Appendix A: Academic Integrity and the Academic Honor Code[30]

The assumption of intellectual responsibility by each individual student is essential in creating an academic environment dedicated to the development of independent modes of learning, analysis, judgment, and expression. Academic dishonesty, in or out of the classroom, is antithetical to the College's institutional values and constitutes a violation of the Academic Honor Code.

The Academic Honor Code plays a central role in the intellectual life at Bowdoin College. Students and faculty are obligated to ensure its success. Since 1964, with revisions in 1977 and 1993, the community pledge of personal academic integrity has formed the basis for academic conduct. The institution assumes that all Bowdoin students possess the attributes implied by intellectual honesty. Every student is asked to sign a pledge to adhere to the Honor Code at matriculation.

Individuals who suspect violations of the Academic Honor Code should not attempt to resolve the issues independently, but are encouraged to refer their concerns to the Office of the Dean of Student Affairs. Faculty members with questions about the interpretation and application of the Academic Honor Code should consult with the Dean of Student Affairs.

The following sections describe activities that constitute breaches of the Academic Honor Code.[31]

1. "Academic Dishonesty" includes but is not limited to (1) the receiving, giving, or using of any assistance on quizzes, tests, written assignments, examinations or laboratory assignments; (2) references to sources beyond those authorized by the instructor in preparing papers, constructing reports, solving problems, or carrying out other academic assignments; (3) inadequate citation of sources; (4) acquisition, without permission, of tests, computer files or similar material which would give the student an unfair advantage on an assignment or examination; (5) submission of academic work not a student's own original effort; (6) use of the same work for multiple courses without prior knowledge of the receiving instructors; (7) depriving learners of access, including computer access, to library information through intentional monopolization, mutilation, defacing, unauthorized removal of books or other materials from College libraries, or purposeful failure to return library materials on a timely basis; (8) unauthorized altering of academic records (transcripts, grading sheets, Course Registration Cards, etc.).

2. A number of Bowdoin College courses employ various kinds of collaborative assignments in several different situations, including homework, laboratory reports, and in-class assignments. When preparing such course work, students should follow the individual instructor's policy on collaboration. When the instructor permits collaboration among students, the use of another student's work or ideas should be credited properly.

3. It is the obligation of students to be thoroughly familiar with proper citation of sources and to consult and refer to authoritative style guides for research papers. The Bowdoin College

[30] The Academic Honor Code is summarized here for the convenience of the faculty. A full statement of the Academic Honor Code, the Social Code, and the procedures of enforcement, may be found in the *Student Handbook.*

[31] Revised Summer 1997.

Library Web site provides links to style guides at http://library.bowdoin.edu/eref/write.shtml#style. Students are particularly encouraged to consult the MLA Style Guides and Bibliographic Formats for Citing Electronic Information. Plagiarism is possible with any work performed in any medium and any scholarly discipline. Plagiarism involves the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment in all such scholarly work as essays, examinations, oral/written reports, homework assignments, laboratory reports, computer programs, music scores, choreography, graphic, and visual representations. Plagiarism also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

Appendix B. Provisions for Maternity Leave and Parental Leave

This section summarizes provisions of the Employee Handbook and provides a framework for translating the terms of paid parental leaves to the circumstances faced by faculty members.

Taking a leave of absence for maternity (or a related medical condition) or adoption of a child in an employee's home may actually be a combination of one or more types of leaves: medical leave which can be paid through the use of sick time (for a birth mother); family medical leave as mandated by federal and state law; paid parental leave; and unpaid leave.

MEDICAL MATERNITY LEAVE for birth mothers

Your medical leave begins when your doctor determines that you are unable to work due to your pregnancy, childbirth, or related complications. At this point, the College requires a doctor's note indicating when your leave should begin as well as an estimate of how long it will extend.

You may use paid sick time for the leave period designated by your physician (please refer to Employee Handbook for eligibility for paid sick time). Once your doctor determines that you are physically able to return to work, your use of sick time ends and the medical leave portion of your leave is over. For this reason, you will need to provide another doctor's note releasing you to work even if you do not return immediately. When your medical leave ends, you are eligible to use your parental leave.

FAMILY MEDICAL LEAVE for mothers and fathers

In compliance with the federal Family and Medical Leave Act of 1993 (FMLA), Bowdoin allows eligible employees to take up to 12 weeks of unpaid, job-protected leave during a twelve month period for specified family and medical reasons, including the birth of a child of an employee or adoption of a child in the employee's home. You must have worked at Bowdoin for at least one year and you must have worked 1,250 hours during the 12-month period prior to the FMLA leave request to be eligible for FMLA leave. Although the College must track FMLA time as required by law, sick time (for birth mothers) and parental leave (for mothers and fathers) provide paid time off during many FMLA leaves of absence. Please see the Employee Handbook for more details about FMLA leaves of absence.

PAID PARENTAL LEAVE for mothers and fathers

Paid parental leave is available to all employees who have been employed by the College for at least one year of continuous service in a benefits-eligible position at the time they have a child(ren) born or placed for adoption. The paid parental leave options for all eligible employees (options for faculty are outlined below) are either up to 4 weeks of full-time leave at full pay, or up to 8 weeks of leave at half pay, to be taken within 6 months of the birth or placement for adoption. Appropriate documentation must be provided (e.g., the same documentation required to add the child to the parent's medical insurance plan). In general, paid parental leave for birth mothers begins after the disability (medical leave) portion of maternity leave is over.

Paid time off for parental leave is considered part of the 12 weeks time off allowed under the Family Medical Leave Act.

Faculty Provisions

Given the nature and timing of the teaching responsibilities of the faculty, the paid parental leave options described above can be challenging, both for the individual faculty member and for the College.

Accordingly, it is possible for eligible faculty to take paid parental leave in a variety of alternative forms, each of which is designed to provide a reduction in teaching or other responsibilities that is comparable to 4 weeks at full time, but is packaged in ways that are compatible with the semester teaching cycle. With the approval of the Dean, it is possible for a faculty member to begin a parental leave of absence prior to birth/adoption if the birth/adoption is expected early in the semester.

The following options are illustrative, and are not intended to be exhaustive of the possibilities. For female faculty members who give birth, depending upon the timing of the birth in relation to the semester, it may be possible to combine sick leave and paid parental leave to achieve greater coverage than outlined below. The Dean for Academic Affairs must approve the option you select. Faculty are encouraged to initiate discussion with Human Resources, their department chair/program director, and the Dean as early as possible in order to allow sufficient time to develop a plan that will work well for both you and the College, and to arrange for leave replacements as needed. The responsibility for finding appropriate leave replacements rests with the department/program and the College, not with the individual faculty member taking the parental leave.

Options

1) Teach a normal load for the semester, reduce other responsibilities such as student advising, committee work and independent study, and receive up to 100 percent of regular salary for the semester as determined by the Dean.

2) Teach half a normal load for the semester, engage in additional non-teaching responsibilities negotiated with the department/program and the Dean, and receive greater than 77 percent of regular salary for the semester, as determined by the Dean, depending upon the extent of the additional assignments.

3) Teach half a normal load for the semester, take on no additional responsibilities, and receive 77 percent of regular salary for the semester.

4) Take full leave from teaching for the semester, engage in additional non-teaching responsibilities negotiated with the department/program and the Dean, and receive up to 60 percent of regular salary for the semester, as determined by the Dean, depending upon the extent of the additional assignments.

5) Take a full leave for the semester, take on no additional responsibilities, and receive 27 percent of regular salary for the semester.

Limitations: Regardless of the parental leave option selected, it is not possible for faculty to receive more than 100 percent of regular salary for the semester. Similarly, there is no opt-out payment for faculty who choose not to take advantage of the paid parental leave benefit.

EXTENDING YOUR LEAVE for mothers and fathers

FMLA provides for up to 12 weeks of unpaid, job-protected leave during a twelve-month period. For mothers, the length of your medical maternity leave may be longer or shorter than 12 weeks. You may elect to return to work as soon as your doctor indicates that you are physically able to do your job (which signals the end of your medical leave**). Before returning to work, if you had not done so earlier in your leave, you must provide a note from your doctor indicating that you are physically able to return to your job.**

Mothers and fathers may elect to remain out until the 12 weeks of family medical leave expire. Once the twelve weeks of family medical leave expires, you are expected to return to work at your regular schedule unless your leave has been approved for a longer period of time.

BENEFIT COSTS DURING MEDICAL MATERNITY LEAVE / FAMILY MEDICAL LEAVE / PARENTAL LEAVES for mothers and fathers

If you are being paid through the payroll system (e.g., for sick time or parental leave), you are considered in a "paid" status. Your contributions for health and/or dental insurance plans will continue through payroll deduction and the College will continue to pay its contribution toward those plans. Premiums for all other insurance plans paid fully by the College (e.g., long term disability insurance, basic life insurance) as well as retirement contributions, will continue to be paid by the College.

During the first 12 weeks of unpaid family medical leave you will be responsible for only the amount that is normally deducted through payroll. After 12 weeks, you will become responsible for the full premiums for all of your maintained benefit plans. If you begin an unpaid leave of absence, you will be billed monthly for your benefits. Details about the full premium costs associated with each plan are available in Human Resources.

ADDING YOUR CHILD TO YOUR BENEFIT PLANS for mothers and fathers

Health Insurance Plans: The birth or adoption of your child is a "qualified event" which allows you to add your baby to your health plan. *You must do so within 31 days of the birth of your child or the health insurance carrier may deny claims (such as the nursery charges!).* The change or new enrollment takes effect the day the child is born (adopted or placed for adoption). Please stop by Human Resources to pick up or fill out an enrollment form.

Medical and/or Dependent Care Reimbursement Accounts: This "qualified event" allows you to either change or initiate a medical and/or dependent care reimbursement account providing that the changes you make to these plans are consistent with the event. *You must initiate or make changes within 31 days. The change or new enrollment will take effect the first of the month following the date that you sign the enrollment form. This means that you can only submit bills for the amended or new amount that are dated the first of the month (or after) following the date of your signature on the enrollment form -- so plan this amount carefully.* The IRS strictly regulates these plans and if you cannot claim reimbursement for eligible expenses, you will lose funds remaining in the account at year-end.

Beneficiary Changes: You may wish to change the beneficiaries on various life insurance plans as a result of the birth or adoption of your child. The College provides Basic Life Insurance (two times your annual salary rounded up to the nearest thousand) to you as a benefits-eligible employee. The Enrollment form has a section for you to indicate beneficiaries for this plan. If you are enrolled in Supplemental Life Insurance, you may change designation of beneficiaries on the same form.

To change the beneficiaries for your regular or supplemental retirement accounts, contact Human Resources for the appropriate form(s).

August 2003

Appendix C. College Code of Conduct

The College Code of Conduct includes: the conflict of interest policy, acceptance of gifts policy, whistleblower protection standard and reporting of violations.

Code of Conduct

As representatives of the College, all employees- faculty and staff- are expected to conduct themselves in a professional and ethical manner, maintaining high standards of integrity and the use of good judgment. Employees are expected to be principled in their business interactions and act in good faith with individuals both inside and outside the campus community. They should act with due recognition of their position of trust and loyalty with respect to the College and its students, research sponsors and donors.

Employees are expected to comply with all college policies and procedures, laws and regulations, and contractual, grant and other private obligations, and to safeguard College property and funds. Set forth below are additional policies relating to conflicts of interest, acceptance of gifts, "whistleblower" protection, and reporting of violations.

Conflicts of Interest
A conflict of interest exists when an employee engages in a personal activity or has a direct or indirect business interest in a transaction involving Bowdoin College. Examples include decisions to purchase goods, hire a vendor, hire a candidate, or make an investment decision. A conflict of interest may also exist if an employee makes personal use of information acquired through his/her employment at Bowdoin College.

Management of the College must submit an annual questionnaire in which they are required to report potential conflicts of interest to the President of the College that are then reported to the Board of Trustees. In addition, any employee of the College is expected to report, on his/her own initiative, any conflict of interest that may significantly affect the College. Examples of conflicts that should be reported include business relationships between the employee (or his/her immediate family) and the College, its suppliers, research sponsors or donors; outside board memberships of the employee (or his/her immediate family) that might affect the College's business dealings or reputation; any outside employment or consulting relationships of the employee that might be of interest to the College; and holding by the employee (or his/her immediate family) of any local political office.

It should be understood that conflicts of interest are not, in and of themselves, wrongful or even disadvantageous. The College maintains relationships and derives support from many people and organizations. This web of relationships inevitably leads to different parties having different interests. It is important, however, that the College be in a position to identify conflicts of interest so that management and the Board can take appropriate steps to assure fair treatment of the College in its business dealings, and to preserve and strengthen those relationships that will advance the College's mission in the future.

It is not possible to list every possible conflict. Ultimately it is the responsibility of each employee to exercise good judgment and avoid (or appropriately disclose) any situation that could appear to be a conflict of interest or raise the appearance of impropriety.

Acceptance of Gifts Policy
Employees of the College may not solicit, obtain, accept or retain any personal benefit from any supplier, vendor, donor, customer, client, public official, or any individual or organization doing or seeking to do

business with the College. For the purposes of this policy, personal benefit includes, but is not limited to, gifts, gratuities, favors, certain travel, services, compensation, use of vacation residences, discounts, special treatment, or anything of monetary value exceeding $50.00. Reasonable exceptions may include purchase of a business meal, or consumable gifts offered to an entire workgroup during a holiday season, where rejection would damage the spirit in which the gift was offered.

This policy does not prohibit members of the faculty and other employees from receiving honoraria or reimbursement for travel and other expenses from grant agencies, foundations, or other colleges or universities. This policy does not prohibit employees from receiving compensation or per diem payments for service on outside boards of directors.

Reasonable exceptions to this acceptance of gift policy may also be granted for activities that further development opportunities and donor relations. Any such exceptions should be reviewed and approved by the Sr. Vice President for Planning and Administration & Chief Development Officer.

"Whistleblower" protection

The College will take steps to help ensure that employees who come forward in good faith to report suspected violations of law, this Code of Conduct or other college policies will be protected from retaliation in employment practices at Bowdoin College.

Reporting Suspected Violations and Concerns

You are encouraged to report violations or concerns about violations of law, this Code of Conduct or college policies that come to your attention. Inappropriate activity can range from clearly illegal activity (such as falsifying data or misusing College funds) to activity that is lawful but unethical (such as purporting to speak on behalf of the College without proper authority). Disciplinary actions for proven violations of this Code, or for improper retaliation against anyone who reports possible violations, will be determined on a case-by-case basis and may include termination of employment. Those who violate this Code may also be subject to civil and criminal charges in some circumstances.

Any suspected violations of this Code including improper offers or suggestions from a supplier, vendor, or anyone seeking to do business with the College, and any activity that could be perceived as presenting a serious conflict of interest should be reported to the Senior Vice President for Finance and Administration & Treasurer, or in her/his absence, to any other senior officer or the President. Appropriate cases will be referred to the Audit Committee of the Board of Trustees.

Questions concerning this policy may be directed to the Senior Vice President of Finance and Administration & Treasurer.

April 2005